

CSQ Training Plan

Building a skilled and resilient
workforce in construction





Construction Skills Queensland (CSQ) is the trading name of the Building and Construction Industry Training Fund (QLD) (BCITF). The BCITF is funded by a statutory training levy established under the Building and Construction Industry (Portable Long Service Leave) Act 1991. The 0.1% levy is collected by QLeave and payable on all building and construction work in Queensland where the total cost of work, whether direct or indirect, is \$150,000 or more, exclusive of GST.



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Message from the Chair and CEO

Each year, CSQ develops a training and investment plan for Queensland's building and construction industry. We are looking forward to 2021-22 with confidence. The building and construction industry has operated throughout COVID-19 and is well placed to contribute to our economic recovery.

This year we are increasing funding to \$48.6M, up from \$42M in last year's training plan. We have listened to industry and are continuing to adapt and shift our programs. We are also pivoting in a new direction.

As always, we will strive to attract new entrants to the building and construction industry, and to develop and retain workers. However, we are doing this through a new lens that will focus more strongly on our subsectors of civil and building (residential and commercial) with additional program areas focusing on pathways and business capability and support. In addition to funding increases for most programs we are introducing new programs.

Recognising the importance of apprentices, our new Apprentice Support program builds on the success of the Apprentice Advance subsidy and will see a range of mentoring and advice, delivered to apprentices and employers. Apprentices are essential to our industry and are our future skilled tradespeople. This new program will focus on key attrition points, such as first year, and, importantly, will help apprentices complete.

Industry has told us that work experience is the key success element for new starters. In response we are introducing Get Ready, a new pre-trade program. A structured work placement and technical skills will deliver work ready new entrants: good for the individual and for industry.

Mental health, corporate social responsibility and diversity continue to be a focus for building and construction. We are pleased to provide additional funding to support domestic violence initiatives and to strengthen focus on women, Indigenous and mature age workers. A diverse workforce is a strong workforce.

Safety and skills updating is a consistent feature of our industry. Continued strong growth in short courses and safety will see a further increase in funding to \$14.3M. Short courses keeps workers safe and jobs moving by ensuring workers have the knowledge, skills and awareness to work safely.

Small business and sole traders comprise 98 per cent of firms in Queensland's building and construction industry. A 25 per cent increase in funding to the Small Business program reflects the importance of a tailored training solution for this part of our industry.

CSQ's industry engagement continues to build its workforce planning capability. It is through workforce planning that we directly support the achievement of the Queensland Building and Construction Training Policy and associated targets for Indigenous, apprenticeships and local employment. This year, our Major Contractors program and our Industry Skills Coordination Grants help to deliver these services at a regional level and also at a project-level, by identifying the skills and training needed for construction projects. As economic uncertainty continues, training linked to a skills need provides a clear pathway to employment.

As we move forward to implement this new CSQ Training Plan we anticipate efficiency gains in our contracting arrangements with Registered Training Organisations (RTOs) and other providers. We continue to digitise and modernise across the business. Simplification is occurring across our operations.

Heading into 2021-22, we will continue to work closely with Queensland's building and construction industry to fund responsive training and stay ahead of future needs. Our productive relationships with the Queensland Government, industry associations and union bodies will continue to inform and guide our work.

Michael Kinnane
Chair

Brett Schimming
Chief Executive Officer

Highlights

Pathway programs

\$2.7M

↑ 25 per cent

Building programs

\$19M

↑ \$5M

Civil programs

\$8.5M

↑ 47 per cent

Short courses
including safety

\$14.3M

↑ \$4.7M across Building & Civil

Industry wellbeing

\$2.2M

↑ \$500K for diversity and
domestic violence

Small business
support

\$1.25M

↑ \$250K

Overall funding

\$48.6M

An increase of 16% from \$42M in 2020-21

About CSQ | at a glance

Industry training investment

CSQ is independent, not-for-profit, industry-funded and focused on investing in training for Queensland's building and construction industry



Investing in Queensland

Over 200 subsidised courses

Additional subsidy loadings for regional and remote delivery and apprentices



Industry-funded

Via a levy on the total cost, whether direct or indirect, of building and construction work in Queensland costing \$150,000 or more (ex-GST)



Training plan

A training plan is developed and delivered to our shareholding Minister by 30 April annually



Ownership

The Queensland Minister for Training and Skills Development is our sole shareholder



Governance

Our Board is appointed by the Minister and comprises an independent Chair, government, industry employer and employee representatives



“Bringing a building & construction

Working with employers

A workforce planning approach to skills development to keep our industry moving on major projects and across regions



Targeted procurement

Delivery of training and services through over 100 RTOs, charities and employer and employee associations



Industry engagement

Over 2,800 face-to-face or virtual contact points with industry

An on-the-ground team providing place-based reach across Queensland



Research and innovation

Robust economic research providing insight into economic data, employment, regional and workforce trends



Policy participation

We advocate and advise through industry committees, policy submissions and direct briefings to government



Working with government

Partnering with agencies on skills development opportunities in building and construction with DESBT, QBCC, TMR, DEPW, DATSIP, CRRDA and others¹



focus to everything we say and do”

¹ Department of Employment, Small Business and Training (DESBT), Queensland Building and Construction Commission (QBCC), Department of Transport and Main Roads (TMR), Department of Energy and Public Works (DEPW), Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and Cross River Rail Development Authority (CRRDA),



Investment plan 2021-2022 | \$48.6M

Pathways | \$2.7M



Career pathways \$615K

Try'a Trade | Gateway to Industry Schools* | Year13

Pre-trade \$2.1M

Get Ready | Trade Start | Trade Ready | Registered Trade Skills Pathways*

Building (residential & commercial) and civil programs | \$33M



Major Contractors \$5.5M

\$2.5M Training
\$3M Coordination Grants

Building specific \$19M

\$7M Higher Qualifications
\$9M Short Courses
\$3M Skills Assessment and Gap Training

Civil specific \$8.5M*

\$1.2M Higher Qualifications
\$5.3M Short Courses
\$2M Skills Assessment and Gap Training

Business capability and wellbeing | \$5.5M



\$2.2M

Industry Wellbeing

- Mental health and suicide prevention
- Diversity
- Corporate social responsibility

\$1.25M

Small Business

\$1M

Apprenticeship Support

\$1M

Industry Skills Coordination Grants

Industry services, corporate and procurement services | \$7.4M



\$3.9M

Research and Digital, Industry Development and Capability

\$2M

Marketing and Communications

\$800K#

Finance and Administration

\$720K

QLeave Levy Administration Fee

*This program budget represents CSQ's investment for Civil specific programs and the Registered Trade Skills Pathway (RTSP). These programs are delivered in partnership with DESBT under a co-investment model. The Gateway to Industry Schools program is delivered by CSQ and is fully funded by DESBT.

#The budget allocation of \$800K for Finance and Administration represents a contribution towards corporate costs with remaining costs offset by investment earnings.

Research and industry consultation

CSQ develops a training plan each year. The CSQ Training Plan:

- outlines the application of funds to foster, promote, advance and assist in the acquisition of skills and education and training for Queensland's building and construction sector, and
- provides a summary of research and results of industry consultation supporting the plan.

Research and industry consultation forms the evidence-base for the CSQ Training Plan, along with an ongoing process of program and service evaluation.

Research

Industry outlook

While the economic impacts of the pandemic have been significant, the construction industry has so far avoided the severe downturn that was initially expected. A distinct pattern of recovery has emerged that is ensuring the majority of the industry continues to survive, and even thrive. This recovery is most evident in the residential market, particularly the house-and-land segment, which has been supported by significant government intervention. While private investment in the commercial sector will lag over the coming year, record government capital expenditure should provide some support to larger contractors.

That said, there remains considerable uncertainty about this trajectory beyond 2022. Debt-financed government transfers can only postpone, not avoid, a reckoning with market fundamentals. The key risk to the construction industry going forward is the possibility of a timing mismatch between the unwinding of government support and the recovery in private investment. And while the arrival of the COVID-19 vaccine is encouraging, the possibility of intermittent lockdowns remains an ever-present threat to confidence.

Industry engagement

Consulting, listening and responding

Industry consultation is required as part of our training plan, but it is more than a requirement. The building and construction industry and its skilling requirements are the sole focus of our work. Industry development, engagement and capability are critical. Workforce planning is playing an increasing role in informing our training plan and guiding our industry-facing activities. It provides an indispensable link between forecast work, skills supply and training needs. An annual cycle of consultation in March and September supports training plan development and implementation, ensuring our programs and services are well targeted.

Workforce planning | mapping skills and training to forecast construction work

Workforce planning directly links skills, training and the activity pipeline. It has applicability across residential, commercial (building) and civil sectors. It supports project delivery through the timely provision of a skilled workforce.

Our workforce planning activities align project stages with occupational and skilling needs. Required training is delivered through a network of training providers and subsidies available across a range of entry-level, general, civil and business capability programs and services.

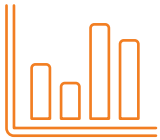
At the principal contractor level, project stages are mapped to occupational demand and skills needs. At the regional level, construction projects and stages are aggregated and mapped to regional skills profiles. A focus on the entire workforce supply chain is maintained throughout. This focus allows us to connect more easily with subcontractors and small businesses to cater for associated specific business capability and training needs.

As the economy changes, reskilling creates opportunities for people to move within building and construction, such as between residential and civil, but also from industries experiencing job losses into areas of job growth.

We support workforce planning through our Major Contractors and Industry Skills Coordination Grants programs. We also undertake workforce planning at a regional level as part of our core business to support workforce skilling based on robust evidence.

Additionally, workforce planning supports the achievement of Queensland Building and Construction Training Policy (Queensland Training Policy) targets for local employment, apprentices and diversity. Strong relationships with industry and government help us stay relevant and responsive.

Key features of CSQ's workforce planning



Data-driven

We model Queensland building and construction workforce numbers:

- by region and by sector
- by occupation across all stages of construction
- for apprenticeships on large construction projects in line with the Queensland Training Policy.

We forecast workforce numbers required by region and sector and contrast to supply.



Collaborative

We collaborate to meet community engagement, local content, new entrant and Indigenous workforce outcomes.

We support industry to gain an insight into regional and statewide activity and navigate skills and labour impacts.

We support contractors to achieve compliance with the Queensland Training Policy and Procurement Policy.



Outcome focused

We develop strategies and workforce plans to support building and construction.

We identify and fund the skills and training requirements for construction projects.

We provide employment pathways into the industry to support contractors to attract and retain a skilled workforce.

We support industry to create diversity and Indigenous action plans.

A closer look at industry consultation

Major consultation occurs in March and September each year to consider both development and implementation of the CSQ Training Plan.



Themes informing the CSQ Training Plan

Feedback from industry highlights five themes currently informing business decisions and skills needs in Queensland's building and construction industry.

1 | Building business capability

Queensland's building and construction industry has a high proportion of sole traders and small businesses. The latest data shows there are 45,920 sole traders and 75,803 small businesses, compared to 1,296 larger businesses in our industry. Reaching sole traders and small businesses can be difficult and time consuming. Time is short. Training must be flexible and targeted to meet specific business needs. In 2021-22 we will expand our popular Small Business program to meet this need.

A range of business capability and wellbeing programs are also being expanded to meet needs across the industry, for all sized businesses, in mental health support, safety awareness and diversity.

WHAT WE HEARD

Licensing and regulation

Budgeting and mentoring

Contract management

Digital and data literacy

Indigenous procurement policy

2 | Workforce planning & development

Workforce planning ensures that building and construction has the right people, with the right skills, in the right place, at the right time.

Workforce planning is critical to economic recovery efforts. It enables reskilling opportunities so that people can move from industries experiencing job losses to job growth and it prepares industry for the workforce of the future.

Our workforce planning service has been well received across industry. In the 2021-22 CSQ Training Plan we will continue to expand this service across Queensland through our Major Contractors program.

WHAT'S WORKED

Modelling and forecasting workforce

Project, regional and statewide activity consideration

Strategies, skills plans and training



3 | The 'three-speed' industry

What gets built and where it gets built has an instant effect on the skills and workforce composition needed in the building and construction industry. There have always been differences in activity levels and demand between our sectors, civil and building, and also geographically, typically between the South-East and regional Queensland.

We expect these three elements (civil, building and regional factors) of the industry will progress at different speeds as government investment and incentives change and labour availability varies between sectors and across Queensland.

We invest in programs to meet workforce demand and to create a multi-skilled and productive workforce. Targeted offerings include our Short Courses program, Major Contractors initiative and Industry Skills Coordination Grants.

4 | Apprentices

The right apprentices, with the right trades, with the right employers, helps our industry with a steady supply of qualified and licensed tradespeople. It is essential.

Improving apprentice completions increases skill levels in our industry, keeps us future focused and helps businesses. Steps to help apprentices, typically young people, navigate the transition to employment and understand trade pathways is particularly important.

We actively monitor and share apprenticeship information across Queensland. We also invest in apprentices through an additional subsidy loading on a range of courses. In 2021-22, we will offer an Apprentice Support program to provide guidance, mentoring, life skills and networking to young workers and employers.

5 | Healthy and safe workplaces

Healthy and safe workplaces are a high priority for building and construction. Responsive education, training and awareness programs are critical to address current challenges, mitigate risk, prevent injury and illness, improve productivity and enhance mental health and wellbeing.

We invest in short courses focused on these issues with a strong safety focus. This includes courses designed to meet the safety requirements of the industry and regulatory authorities including Workplace Health and Safety Queensland and the QBCC.

WHAT'S CONCERNING

Business uncertainty

Gaps in transferrable skills from residential to civil construction

Uneven workforce availability and capability across Queensland

WHAT WE HEARD

Life skills

Mentoring and support

Completions

Informed trade choice

Work-ready candidates

WHAT WE HEARD

Silica

Asbestos

Water systems

Drug and alcohol use

Heat exposure risks

Mental health and bullying

Programs and services

The 2021-22 CSQ Training Plan has a new structure. This change aligns more closely with industry and aims to make it easier to see, at a glance, our program areas and corporate functions.

Pathways

Supporting new entrants

Building programs

Training for general, residential and commercial workers

Civil programs

Civil specific programs and services

Business capability

Support for all businesses and workers

Industry services and corporate

Reach, research and strong corporate functions

A skilled and resilient building and construction workforce

Additional support | apprentices and regional and remote delivery.

In 2019-20 we introduced regional and remote subsidy loadings to assist with training delivery outside South-East Queensland. We also introduced additional subsidy loadings for apprentices. These are added onto the price we pay training providers for delivery. We will continue to provide these subsidy loadings in 2021-22.

The loadings aim to increase delivery and reduce training costs in our regional and remote areas. The apprentice subsidy loading aims to provide more affordable or free training for apprentices.

Table 1 summarises our additional loadings.

Additional loadings are paid for apprentices across a range of programs and also for delivery in Queensland's regional and remote areas.

We continue to support Queensland's regional and remote areas along with our apprentices with additional loadings to help reduce the cost of training.

Table 1 | CSQ loadings

APPRENTICE ADVANCE ✓	Additional loading of 25 per cent with the aim of providing more affordable or free training for apprentices during their apprenticeship and for the first year following completion
REGIONAL LOADING ✓	Additional loading of 25 per cent to help RTOs offset costs to deliver in regional areas
REMOTE LOADING ✓	Additional loading of 50 per cent to help RTOs offset costs to deliver in remote areas





Pathways

From school leavers to existing workers, we have programs to help deepen understanding of the industry, gain employment and get qualified.

Career pathways \$615K

Working with schools, students and industry to promote and trial building and construction career and job options

Try'a Trade and Try'a Skill | experiential hands-on program

This flagship program brings together WorldSkills (TAFE Queensland), principal contractors and schools to deliver a unique, hands-on, on-site learning experience for high school students.

- Try'a Trade is a taste-test 'on the tools' experience for aspiring tradies.
- Try'a Skill is a taste-test paraprofessional experience, for example, for aspiring estimators, drafters and civil engineers.

Gateway to Industry Schools | linking schools and industry²

In partnership with the Queensland Government, CSQ delivers the Gateway to Industry Schools program to help students with future career choices and provide pathways and insight into paraprofessional roles in the building and construction industry.

Key Elements

- Providing opportunities for students to undertake industry placements
- Creating links between industry and schools throughout Queensland's regions
- Providing professional development for teachers
- Developing career information to assist students to make an informed career choice

Year13 | extending our reach through online collaboration

We partner with Year13 to empower youth to make informed decisions and prepare for a career in the building and construction industry. Year13 targets high school students, is delivered in partnership with the school sector and is free to use. Year13's online platform and digital footprint connects with youth in relatable language and tests whether a career in construction is the right choice.

Key Elements

- Design of an e-learning construction induction and targeted learning modules
- The use of data insights and digital tools
- Leveraging existing digital footprint and careers expo activities



CSQ is committed to reaching school students in a format that resonates, is engaging and highly portable.

In 2021-22 CSQ is working with a Queensland-based virtual reality (VR) provider to develop and pilot a VR-tool that complements the Try'a Trade and Gateways to Industry Schools programs. The VR pilot aims to provide school students with: career pathway coverage of more trades and paraprofessional roles; an experiential learning environment that avoids heavy equipment; and increased accessibility in remote and regional locations.

² The Gateway to Industry Schools Program is delivered by CSQ and fully funded by DESBT.

\$2.7M

Pre-trade \$2.1M

Programs to help potential workers achieve entry into the industry and/or a trade, and to help keep our industry supplied with qualified staff

Get Ready | job ready candidates

In 2021-22 this pilot program responds to industry feedback regarding the importance of work-ready candidates. Working in partnership with RTOs, this program will be trade specific and provide some base level technical skills with a one-week structured work placement.

Trade Start | site ready candidates

Trade Start for building (residential and commercial) provides an entry-level qualification, a Certificate I in Construction, life skills training, Structured Workplace Learning, a White Card and sustainability skills. This program develops the experience and skills needed to start working in building and construction.

Trade Start for civil provides participants with an entry-level qualification, a Certificate II in Resources and Infrastructure Work Preparation, life skills training, a White Card, Structured Workplace Learning and sustainability skills. This program has a positive track record in familiarising and preparing individuals for employment in civil construction.

On average, Trade Start is a 16-week program.

NATIONALLY RECOGNISED QUALIFICATION	STRUCTURED WORKPLACE LEARNING	READY-FOR-WORK KIT
LIFE SKILLS TRAINING	SUSTAINABILITY SKILLS	WHITE CARD
REGIONAL LOADING ✓	REMOTE LOADING ✓	

Trade Ready | employment ready candidates

Working with industry partners and principal contractors, Trade Ready gives aspiring tradies an opportunity to experience a worksite and undertake relevant training, helping to build trade and industry knowledge. Trade Ready is a five-week program aiming to secure an apprenticeship or traineeship outcome.

PRINCIPAL CONTRACTOR AND RTO	UP TO 6 UNITS FROM CSQ SHORT COURSES	LIFE SKILLS TRAINING
STRUCTURED WORKPLACE LEARNING	READY-FOR-WORK KIT	
REGIONAL LOADING ✓	REMOTE LOADING ✓	

Registered Trade Skills Pathway | an alternate pathway to a trade qualification

This program provides an alternate pathway to trade recognition for those unable to undertake a traditional apprenticeship, due to continuity of work or related issues.

Key Features

- Training and work-based skill formation in selected traditional trade occupations
- Flexible delivery that works around differing individual circumstance (e.g. casual or seasonal employment arrangements / remote locality)
- Three important elements of the apprenticeship system: approval from and registration with DESBT; and a training plan and training record book (responsibility of the RTO)

We partner with DESBT to deliver this program under a co-investment model.

REGIONAL LOADING ✓	REMOTE LOADING ✓
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Building (residential & commercial) and civil programs

A suite of programs tailored to suit the needs of building and civil firms and workers ranging from higher qualifications and skills recognition through to short courses.

Major Contractors \$5.5M

\$2.5M training and \$3M coordination grants / addressing labour and skills demands to keep large projects moving on time

Working directly with major building and civil contractors, this program has two main components:

- funding for a range of workforce planning, development and skills coordination activities
- subsidies for training under our building and civil programs including Higher Qualifications, Short Courses and Skills Assessment and Gap Training.

The program also actively encourages and facilitates pathways programs.

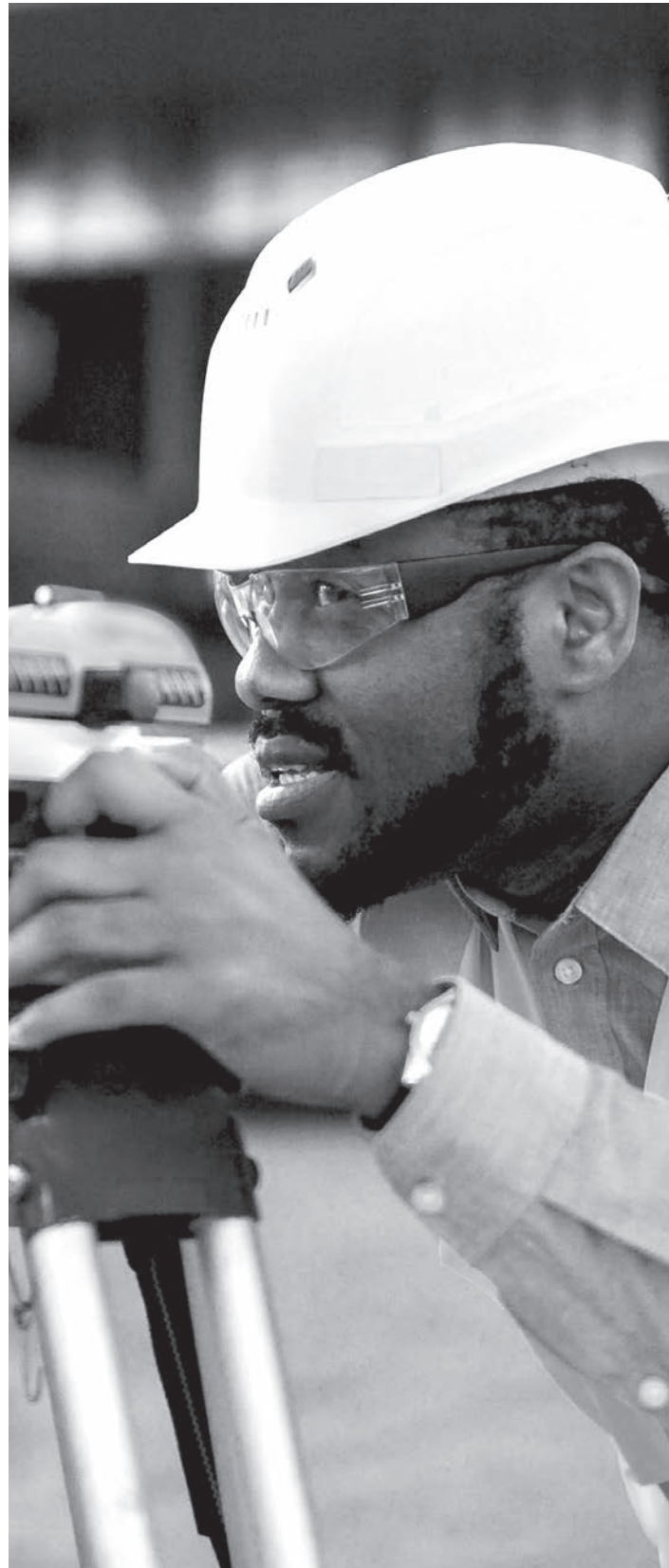
Large residential work programs, commercial developments and civil projects provide an opportunity to align project stages with available workforce and required occupational profiles. The Major Contractors program aims to keep projects moving on time and avoid skills shortages by identifying what the skill need is, when it is needed and how to fill the gap.

This program seeks to build skills throughout the supply chain of building and construction subcontractors, businesses and associated workforces. A two-way information flow helps provide insights across sectors, trends and projects across the Major Contractors network.

APPRENTICE
ADVANCE ✓

REGIONAL
LOADING ✓

REMOTE
LOADING ✓



\$33M

Building specific programs \$19M

Tailored qualifications and services for residential and commercial builders, workers and subcontractors

Higher Qualifications \$7M | specialist, management and post-trade qualifications

Linked to industry demand for deeper skills and qualifications, this program allows existing workers, including apprentices and trainees, subsidised access to over 15 qualifications at Certificate IV, Diploma and Advanced Diploma level.

Options range from fire systems compliance to workplace health and safety; some popular courses include Certificate IV in Electrical – Renewable Energy, Diploma of Project Management and Certificate IV in Building and Construction Estimating.

APPRENTICE ADVANCE ✓ REGIONAL LOADING ✓ REMOTE LOADING ✓

Short Courses \$9M | licences, tickets, new skills

Short Courses for building has a dual focus: targeted skills needs and safety. This program focuses on flexible competencies and skill sets to meet worker and business needs.

- Targeted skills needs | a suite of offerings including 15+ business and environmental sustainability courses, 20+ high risk work licences, 15+ plumbing, gas fitting and fire protection courses and 30+ electrical courses.
- Safety | 25+ short courses focused on awareness, education and preventative training on issues such as silica, asbestos, high risk equipment and legionella management along with electrical awareness and workplace health and safety programs.

APPRENTICE ADVANCE ✓ REGIONAL LOADING ✓ REMOTE LOADING ✓

Skills Assessment and Gap Training \$3M | an alternate pathway to a trade qualification

Funding is offered to support existing workers and new entrants gain a Certificate III in a range of trades through skills assessment and targeted training. This program helps established workers with strong experience and good skill levels in a given trade area, but who require gap training to gain a qualification.

SKILLS ASSESSMENT + GAP TRAINING (2-8 UNITS) = TRADE QUALIFICATION

REGIONAL LOADING ✓ REMOTE LOADING ✓

Supported trades – carpentry, cabinet making, concreting, steelfixing, solid plastering, roof tiling and landscape construction

\$33M





Building (residential & commercial) and civil programs - continued

Civil specific programs \$8.5M

Training and services designed to meet the needs of civil workers and businesses

Higher Qualifications \$1.2M | specialist, management and post-trade qualifications

Linked to industry demand for deeper skills and qualifications, this program allows existing workers, including apprentices and trainees, subsidised access to the following qualifications:

- Certificate IV in Civil Construction Operations
- Certificate IV in Civil Construction Supervision
- Diploma of Civil Construction Management
- Advanced Diploma of Civil Construction.



Civil Skills Assessment and Gap Training \$2M | an alternate pathway to a trade qualification

We offer funding to support workers and new entrants to gain a Certificate III in:

- Civil Plant Operations
- Civil Construction
- Trenchless Technology.

This program is designed for workers with strong experience and good skill levels in a given trade area, but who require gap training to gain a qualification.



Short Courses \$5.3M | licences, tickets, new skills

Civil Short Courses delivers flexible competencies and skill sets to meet worker and business needs. Like Short Courses for building, this program has a dual focus: targeted skills needs and safety.

- Targeted skills needs | over 25 short courses ranging from 'apply environmentally sustainable work practices' to 'conduct civil construction dozer operations'. These courses help civil firms and workers stay current and meet workplace demands.
- Safety | helping to meet the safety requirements of the building and construction industry and associated requirements of licensing and regulatory authorities such as Workplace Health and Safety Queensland and the QBCC.





Business capability and wellbeing

Support for businesses and workers with a range of small business, apprentice and mental health programs.

Industry Skills Coordination Grants \$1M | enabling remote, regional and statewide engagement in skills formation

Industry Skills Coordination Grants help Queensland building and construction industry associations, both employer and employee, engage with and support skills issues. Regional, remote and state level associations are a focus. The skills sector can be complex and these grants help associations build a deeper understanding of the system intricacies and policy linkages. For example, targets for certain groups under major government funded projects, licensing and regulation and differing requirements by project stage and project type.

The involvement of associations in coordinated sectoral, occupational and skills based intelligence, engagement, and industry-wide training needs analysis yields benefits for Queensland's building and construction industry. It builds understanding and creates a more skilled workforce.

A collaborative element to this program generates a shared understanding of best practice improvements in workforce planning, safety, productivity and innovation. It helps us to improve access to training and business capability programs

Small Business \$1.25M | helping sole traders and small businesses prosper

This popular program encourages accessible and user-friendly knowledge and skills targeted to small business. Small businesses and their staff can participate in training for quoting and tender management, business development, financial and digital skills, negotiation and conflict resolution, compliance knowledge and government policies (e.g. local content, Queensland Training Policy). Small business services are procured and delivered across the state to ensure Queensland small construction businesses have access to the support needed for success.

Industry Wellbeing \$2.2M | workers and businesses are supported to provide a safe work environment

In 2021-22 we are bringing together our programs supporting healthy workers and a safe work environment. This provides flexibility across the three focus areas of mental health, corporate social responsibility and diversity, and will help ensure programs and funding are allocated to the areas of most need.

Mental health

- Mental health awareness and support services
- Suicide prevention programs

Corporate social responsibility

- Partnering with charities and not-for-profits
- Examples include domestic violence, sun exposure awareness and cable danger awareness

Diversity

- Working with industry partners, charities and not-for-profits to develop and deliver diversity projects
- This includes projects helping to increase women in the industry and in trade roles, and a strong focus on Indigenous participation and pathways

Apprentice Support \$1M | enhancing participation in, and completion of, apprenticeships and traineeships

New for 2021-22 is an Apprentice Support program. Apprentice Support providers will deliver targeted services ranging from mentoring, life skills initiatives and networking through to future occupational opportunities. Intervention points to reduce the likelihood of non-completion will be a focus.

We are committed to enhancing participation, completion and supporting apprentices in the building and construction industry.



\$5.5M



Industry, corporate and support services

Supporting the industry through insightful research and sound operations.

Research and Digital, Industry Development and Capability \$3.9M

The Research and Digital, and Industry Development and Capability functions keep us connected with industry, regions and government. We create content to inform and inspire industry about the future of work in construction. We collaborate on issues that impact the building and construction industry and design responsive programs.

Research and Digital

Key Priorities

- Driving innovation, conducting research and developing key publications and products for the building and construction industry
- Reviewing and analysing data, evidence and market intelligence
- Driving ongoing digitisation

Industry Development and Capability

Key Priorities

- Leading engagement with stakeholders across Queensland regarding skills leadership, supporting industry capability development and promoting CSQ's market intelligence, programs and services
- Managing key programs and information sessions to educate industry on the importance of training and our programs
- Enhancing CSQ's workforce planning approach and expanding our reach through the supply chain
- Developing and delivering a range of pathway programs

Corporate, Policy, Finance and Marketing and Communications \$3.52M

Our Procurement Services, Marketing and Communications, Policy and Performance, Corporate Services, and Finance and Administration teams support the operations of CSQ. Activities range from financial and budget management and reporting, human resources, information and communication technologies, through to marketing and communications leadership. These functions aim for efficient, responsible and sustainable management.

Procurement Services

Key Priorities

- Continued management of programs through competitive and transparent procurement with RTOs and other providers
- Efficiency through streamlined contractual arrangements
- Robust tender evaluation, contract management and validation of data
- Development of tailored, automated, program activity reporting
- Delivery of detailed program development policies

Marketing and Communications

Key Priorities

- Building positive brand and market awareness
- Boosting audience engagement through targeted strategies
- Innovating delivery of CSQ content through new and emerging platforms

\$7.4M

Policy and Performance

Key Priorities

- Delivery of the CSQ Training Plan and corporate planning
 - Policy leadership, research, review and evaluation
 - Identifying and leveraging opportunities to respond to, collaborate on and inform skills and industry policy
-

Corporate Services

Key Priorities

- Provision of legal expertise to cover CSQ's contractual, risk and corporate governance frameworks
 - Company Secretariat services
 - Strategic Human Resource advice, organisational measurement, planning, implementation and ongoing review
 - Management of office facilities
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Finance and Administration and QLeave Fee

Key Priorities

- Continued accountable financial management and reporting
- Efficient and effective IT network and digital solutions



Our Board

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

- **Michael Kinnane, Chair**
- **Marina Chambers**
- **Penny Cornah**
- **Emma Eaves**
- **Sue-Ann Fresneda**
- **Steven Koch**
- **Damian Long**
- **Rohan Webb**

Executive leadership team

CSQ's executive leadership team provides leadership and direction to support the operations of the organisation and to implement the strategic direction set by the Board.

- **Brett Schimming**
Chief Executive Officer
- **Geoff Clare**
Chief Financial Officer and Operations Officer
- **Michelle Canny**
Director Policy and Performance
- **Carla Crawford**
Director Corporate Services and Company Secretary
- **Sean Cummiskey**
Director Industry Development and Capability
- **Wayne Forrester**
Director Training Procurement
- **Robert Sobyra**
Director Research and Digital





CSQ understands

- **Construction and skills**
- **The baseline skills required to successfully enter each industry sector**
- **The best training pathways to guide workers through the industry**
- **The occupational profiles and different skills required in the construction of infrastructure, buildings and houses**
- **The supply of workers and existing skills in Queensland's regions, cities and towns**
- **The policy and legislative environment for building and construction**
- **The goals and objectives of industry stakeholders**
- **How innovation and technology is shaping the industry**
- **The economic and social value of the industry**

Visit: **[csq.org.au](https://www.csq.org.au)**

Call: **1800 798 488**

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