



CSQ

CSQ Training Plan

Building a skilled and resilient
workforce in construction

Contents

Message from the Chair and CEO	4
Investment plan 2022-2023 \$51M	7
About CSQ at a glance	8
Research and industry consultation	9
Themes informing the CSQ Training Plan	14
Programs and services	16
- Pathways \$2.9M	18
- Building (residential & commercial) and Civil programs \$35.7M	20
- Business capability and wellbeing \$4.7M	22
- Industry, corporate and support services \$7.7M	24
Our Board	27
Executive leadership team	27

Cover image: Cross River Rail

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.



Message from the Chair and CEO

Queensland's building and construction industry is facing another year of extraordinary demand, particularly in the residential building and civil construction sectors.

This demand brings significant challenges for 2022-23 as it coincides with building material cost increases, material shortages and delivery delays due to the COVID-19 pandemic, as well as pressure on the workforce as a result of natural disasters.

However, with the challenges come opportunities for the industry.

In 2021, there were a record number of residential building approvals in Queensland, with increased activity in every region across the state. Low interest rates and pandemic-driven government stimulus drove up new housing approvals. The sheer volume of residential building approvals, combined with labour and material shortages, means activity will remain high for the next 12 months.

The pandemic delivered an apprenticeship boom, with commencements peaking well above previous levels. As a result, there are more than 24,000 construction apprentices currently training in Queensland - the highest number ever.

Major projects will be a big driver of construction activity for the next decade. Construction Skills Queensland (CSQ) is tracking more than 6,000 projects in the Queensland civil construction pipeline, valued at \$85 billion.

The pipeline of projects - either committed or in the planning stage - will deliver roads, rail and public sector infrastructure culminating with the 2032 Brisbane Olympic Games infrastructure. The size and scale of this delivery program has never been seen before in Queensland and will require an unprecedented volume of skilled workforce in the civil construction sector.

There is also a strong forward program of renewable energy projects in Queensland over the next decade, requiring appropriately skilled workers in predominantly regional and remote locations.

To respond to the unprecedented demand across the sectors in 2022-23, CSQ is increasing funding to \$51 million for training and skill investment in the state's building and construction industry. This is an increase of \$2.4 million from the previous training plan.

CSQ will continue to support the training, upskilling and reskilling of workers. While our focus remains the next three to five years, we will keep an eye to the future and plan for the changing needs of the industry by tailoring specific training responses to current industry challenges.

We will bed down and consolidate our key training programs so they can take hold in the industry, including the Apprentice Support program which helps apprentices complete and the Get Ready program, our pre-trade program which delivers work-ready entrants. This year, the Apprentice Support program will deliver \$1 million in critical support for apprentices.

A 35 per cent increase in funding to civil programs, taking it to \$11.5 million, reflects the importance of a tailored training solution for this growth sector.

The mental health and wellbeing of our industry workforce also continues to be a priority for CSQ, along with corporate social responsibility and social inclusion to ensure we grow the diversity of our industry. Workplace diversity creates a more inclusive and supportive work environment, enhanced teamwork and increased productivity. In essence, a healthy and diverse workforce is a strong workforce.

CSQ will continue to campaign for both blue collar and white collar female workers, mature-aged and Indigenous workers in building and construction. We will strengthen our work with the state's Indigenous communities, with a renewed focus in 2022-23 on the Cape York Peninsula and the Torres Strait as we see more residential building activity in those regions.

We will continue to work closely with industry to fund responsive training, address labour and skills shortages, and stay ahead of future needs. Our productive relationships with the Queensland Government, industry associations and unions will continue to inform and guide our work.

Michael Kinnane
Chair

Brett Schimming
Chief Executive Officer



**“With the challenges
come opportunities
for the industry”**



CSQ

Investment plan 2022–2023 | \$51M

CSQ provides the Queensland building and construction industry with the skills and information it needs for a strong and sustainable future. Each year, CSQ develops a training and investment plan for the industry. This year we are increasing funding to \$51M, up from \$48.6M last year.

Pathways | \$2.9M



Career pathways \$995K

Try'a Trade
(inc. VR)
Try'a Skill

Gateway to
Industry Schools*

Year13

Pre-trade \$1.9M

Get
Ready

Trade
Ready

Registered Trade
Skills Pathways*

Building (residential & commercial) and Civil programs | \$35.7M



Major Contractors \$5.7M

\$3M Training

\$2.7M Coordination Grants

Building specific \$18.5M

\$6.5M Higher Qualifications

\$9M Short Courses

\$3M Skills Assessment
and Gap Training

Civil specific \$11.5M*

\$1.5M Higher Qualifications

\$8M Short Courses

\$2M Skills Assessment
and Gap Training

Business capability and wellbeing | \$4.7M



\$2.2M

Industry Wellbeing

- Mental health and suicide prevention
- Social inclusion
- Corporate social responsibility

\$500K

Small Business

\$1M

Apprenticeship Support

\$1M

Industry Skills Coordination Grants

Industry services, corporate and procurement services | \$7.7M



\$4.2M

Research and Digital,
Industry Development
and Capability

\$2M

Marketing and
Communications

\$800K#

Finance and
Administration

\$740K

QLeave Levy
Administration
Fee

*These programs are delivered in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.

#The budget allocation of \$800K for Finance and Administration represents a contribution towards corporate costs with remaining costs offset by non-training levy income.

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 procured through a place-based purchasing strategy, delivered through all of Queensland's regions



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 annually and delivered to our shareholding Minister by 30 April



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, and industry employer and employee representatives



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 via 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, CRRDA and others¹

¹ Department of Employment, Small Business and Training, Queensland Building and Construction Commission, Department of Transport and Main Roads, Department of Energy and Public Works, Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, and Cross River Rail Delivery Authority.

Research and industry consultation

The annual CSQ Training Plan outlines the investment strategies to support the pipeline of construction work in Queensland while stimulating industry training and education for the building and construction industry.

Research and industry consultation forms the evidence-based foundation for the CSQ Training Plan, along with an ongoing process of program and service evaluation. The plan provides a summary of the research and industry consultation undertaken during development of the plan.

Research

Industry outlook

Queensland’s residential building approvals reached record-breaking levels in 2021. Ultra-low interest rates and pandemic-driven government stimulus drove new housing approvals up the steepest and tallest curve in our state’s history. This was a one-off sugar hit, with building approvals forecast to decline precipitously throughout 2022 (see **Figure 1**).

Yet the combined effects of a bulging building and construction pipeline, and shortages of labour and material mean actual building activity will remain elevated this year. There will, however, be far fewer contracts signed, which means residential builders will be much less busy in 2023.

The next big thing

Looking forward, major projects will be the big driver of construction activity in Queensland. CSQ is tracking more than 6000 projects across the state valued at \$85 billion, that are committed or planned to be delivered in coming years. That pipeline is twice the size of the project pipeline from just a few years ago.

This pivot to major projects is being driven by record government expenditure on roads, rail and other infrastructure, as well as a rapidly growing list of renewable projects around Queensland.

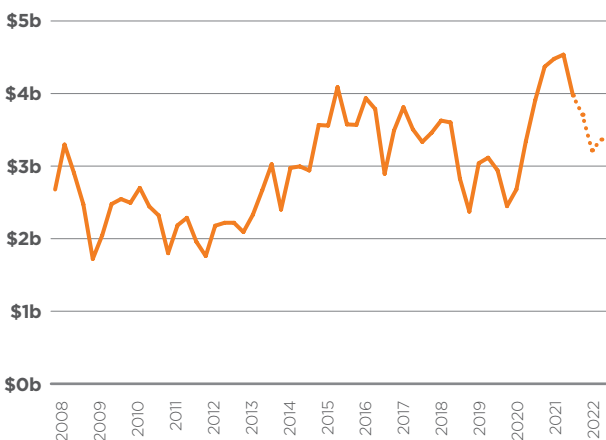
The skilling response

Set against this backdrop is an apprenticeship boom delivered during the pandemic, with commencements peaking well above any previous level (see **Figure 2**). While commencements are now falling back to normal levels, the boom has done its job – there are more than 24,000 construction apprentices currently in training across Queensland. This is an unprecedented number of apprentices which will ensure we have a healthy supply of tradespeople to meet the future needs of the industry.

Figure 1:

The pandemic building boom

Residential building approvals, Queensland

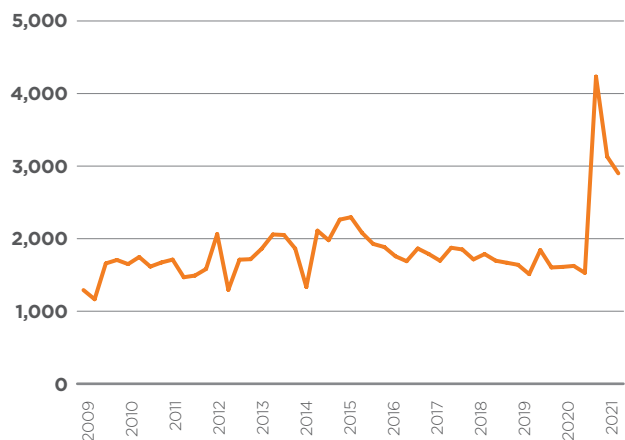


Source: Australian Bureau of Statistics, CSQ

Figure 2:

Construction apprenticeships boom

Construction apprentice commencements, Queensland



Source: National Centre for Vocational Education Research, CSQ

Research and industry consultation cont.

Industry engagement

Consulting, listening and responding

The building and construction industry and its skills and workforce requirements are a primary focus of our work. Industry consultation and engagement forms the foundation for the CSQ Training Plan which focuses on industry development and ensuring the industry has the capability it requires to deliver.

Workforce planning plays 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.

CSQ maintains a team of highly capable industry professionals across Queensland's key cities and regions, providing us with on-the-ground feedback to guide our investment in skills programs and initiatives. An annual cycle of consultation in March and August supports the development and implementation of the training plan, 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 construction pipeline of work. It has applicability across residential, commercial (building) and civil sectors and is about ensuring projects and regions are prepared to facilitate access to the right skills at the right time. It supports project delivery through the timely provision of data regarding skills and workforce requirements.

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, with skills development plans formulated to target gaps in the talent pipeline.

At the regional level, we take a place-based approach to construction projects, with projects and their stages aggregated and mapped to regional skills supply to identify areas of potential skills tightening for response.

We maintain a focus on the entire workforce supply chain. 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, and particularly as we see a shift back from homebuilding to infrastructure and major projects, reskilling can provide 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.

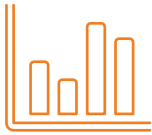
We support workforce planning through our Major Contractors and Industry Skills Coordination Grants programs. We also undertake workforce planning at a regional level as part of our core business to support workforce skilling based on robust evidence.

Increasingly, CSQ is being called on by government to assist with identifying skills requirements and labour needs particularly for regional projects, and to work with contractors in support of Queensland Building and Construction Training Policy targets for local employment, apprentices and diversity. These strong relationships with industry and government help us stay relevant and responsive.



Image: Strait Support crew completing restoration works of the Coming of the Light monument at Darnley Island, Torres Strait.

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 Building and Construction 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 state-wide activity and navigate skills and labour impacts.

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



Outcome focused

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

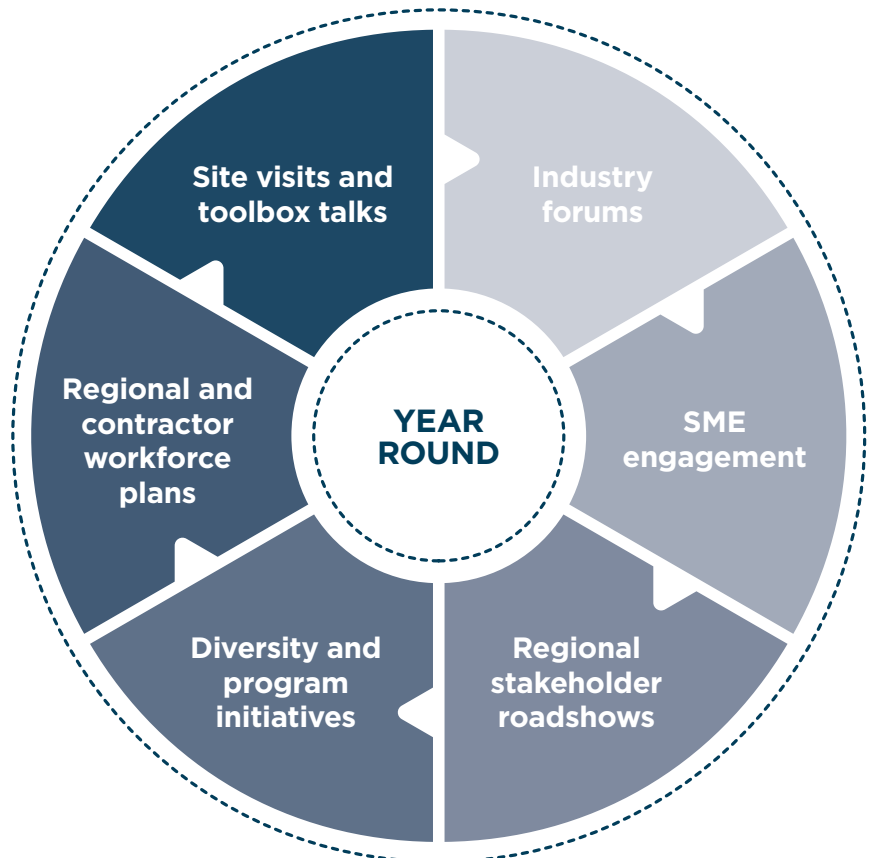
We identify and fund the skills and training requirements for construction projects.

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

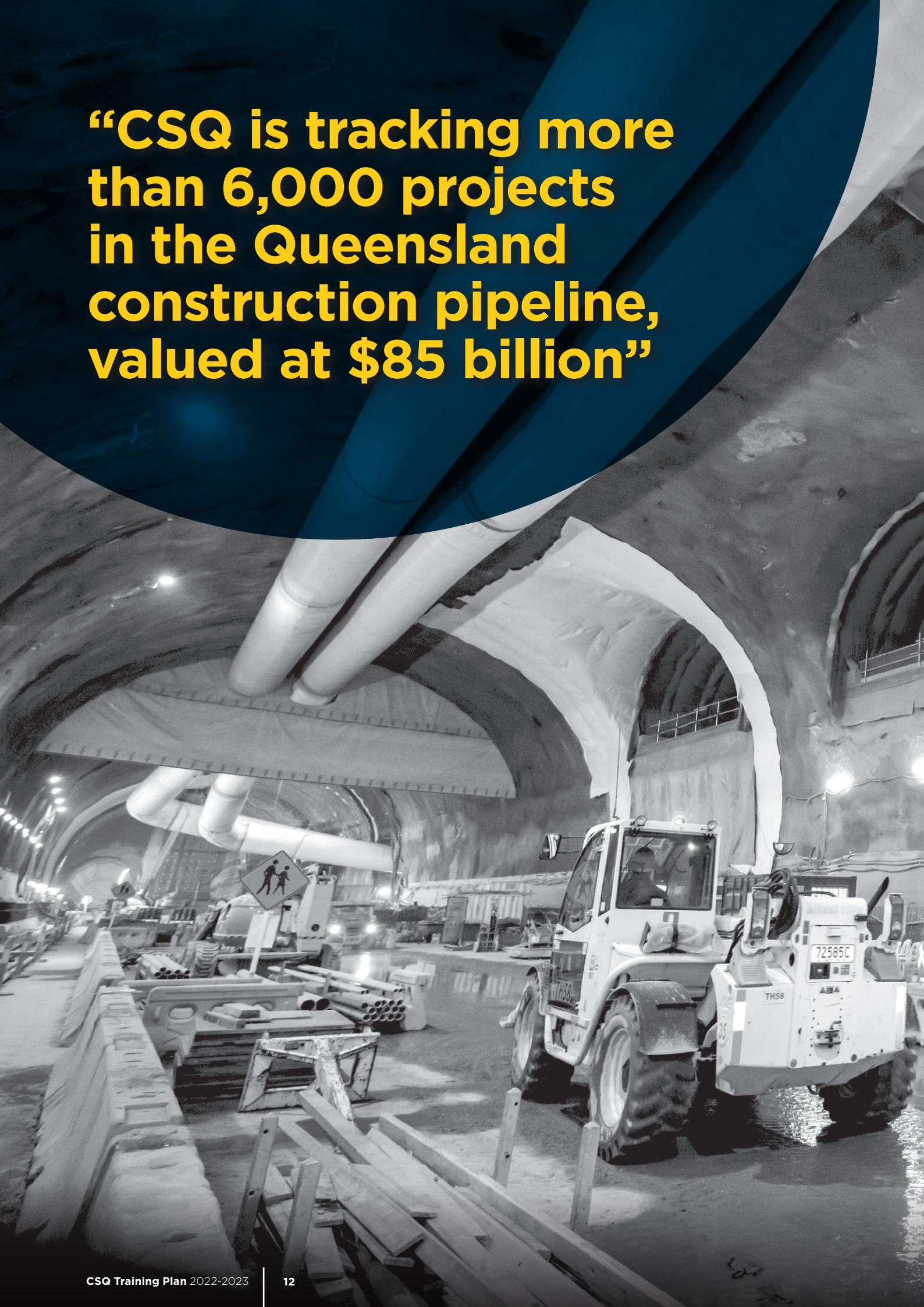
We support social inclusion and assist development of Indigenous action plans.

A closer look at industry consultation

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



“CSQ is tracking more than 6,000 projects in the Queensland construction pipeline, valued at \$85 billion”





Themes informing the CSQ Training Plan

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

1 | Building business capability

Private sector companies across civil and commercial construction are keen to partner with CSQ to build an industry led model to prepare the next generation of workers.

CSQ continues to investigate ways to bring industry and pathway providers together to better match people to jobs in our industry. There remains a disconnect in the school system in relation to career advice and it has never been harder to find job seekers to enter the industry that are a good fit in terms of character and application.

CSQ has a big role to play through its Gateway to Industry Schools program and pre-employment pathways such as Trade Ready in the coming years as the skills crunch worsens. The program aims to transition young people from school to work, giving them a broader understanding of the industry to prepare them for a successful outcome.

New methods are required to reach school students to broaden their perspective of the breadth of careers available in the industry and to raise awareness of trade and paraprofessional skill requirements. CSQ are at the forefront of introducing these new methods to our future workforce, including our partnership with Year13, and also our innovative virtual reality careers platform to enable experiential careers guidance to be delivered where the students are.

WHAT WE HEARD

Attracting the right workers

Need to promote apprenticeships

Broaden awareness of occupations

Digital delivery

2 | Workforce planning & development

There has been an increased demand for the CSQ workforce planning support services to ensure building and construction has the right people, with the right skills, in the right place, at the right time.

Workforce planning is critical because it prepares industry for the workforce of the future. In the 2022-23 CSQ Training Plan we will continue to expand these services across Queensland through our Major Contractors program and regional stakeholder engagement.

We take a place-based procurement approach to ensure training supply is matched to regional skills demand. The strong forward program of renewable energy projects in Queensland over the next decade will require appropriately skilled workers in predominantly regional and remote locations. CSQ will be active in this space and apply our workforce planning processes to ensure we understand the skills mix and jobs that are required.

CSQ plays a key role supporting governments to expand their capital expenditure budget, particularly in roads, rail and bridges through providing localised occupational profiles of projects and identifying areas of potential skills tightening before they occur.

WHAT'S WORKED

Modelling and forecasting workforce

Project, regional and state-wide activity consideration

Strategies, skills plans and training



3 | 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 tailored to 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 Queensland Building and Construction Commission.

CSQ is maintaining its investment in mental health and suicide prevention to mitigate risks coming out of both the COVID-19 pandemic and the range of natural disasters and geopolitical forces that have impacted the industry.

In response to industry requirements, CSQ has increased education and training focused on silicosis and asbestos awareness which is particularly relevant during the clean up after the devastating floods earlier this year.

WHAT WE HEARD

Silica

Asbestos

Water systems

Drug and alcohol use

Heat exposure risks

Mental health and bullying

4 | Apprentices

During the past 12 months there has been a significant spike in apprentice uptake. Our objective is to place the right apprentice, with the right trade, with the right employer: this is essential for the building and construction industry to keep a steady supply of qualified and licensed tradespeople.

To ensure good completion and progression of apprentices, we need to make sure the industry is well equipped to supervise, mentor and motivate the next generation of workers.

Improving apprentice completions improves 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 their participation in a range of eligible courses. In 2022-23, we continue the

Apprentice Support program to provide guidance, mentoring, life skills and networking to young workers and employers.

A focus this year will also be on knowledge transfer, particularly within small business, to ensure knowledge does not leave the industry when people do.

WHAT WE HEARD

Life skills

Mentoring and support

Completions

Informed trade choice

Work-ready candidates

5 | Social inclusion

The Queensland Procurement Policy is driving a number of changes for the building and construction industry to support social outcomes for communities, particularly employment. This brings an opportunity for the industry to expand the traditional diversity focus to a broader focus to support industry social inclusion objectives and potentially unlock new labour sources to fill existing job demand.

WHAT WE HEARD

Rise of ESG

Increasing Social Procurement

More support required

Programs and services

Delivering for industry

CSQ has worked hard during the past 12 months to strengthen and consolidate all training programs. This focus will continue in 2022-23 to ensure we have a skilled and resilient building and construction workforce.



Pathways

Supporting new entrants



Building (residential & commercial) and Civil programs

Training for general, residential and commercial workers
Civil specific programs and services



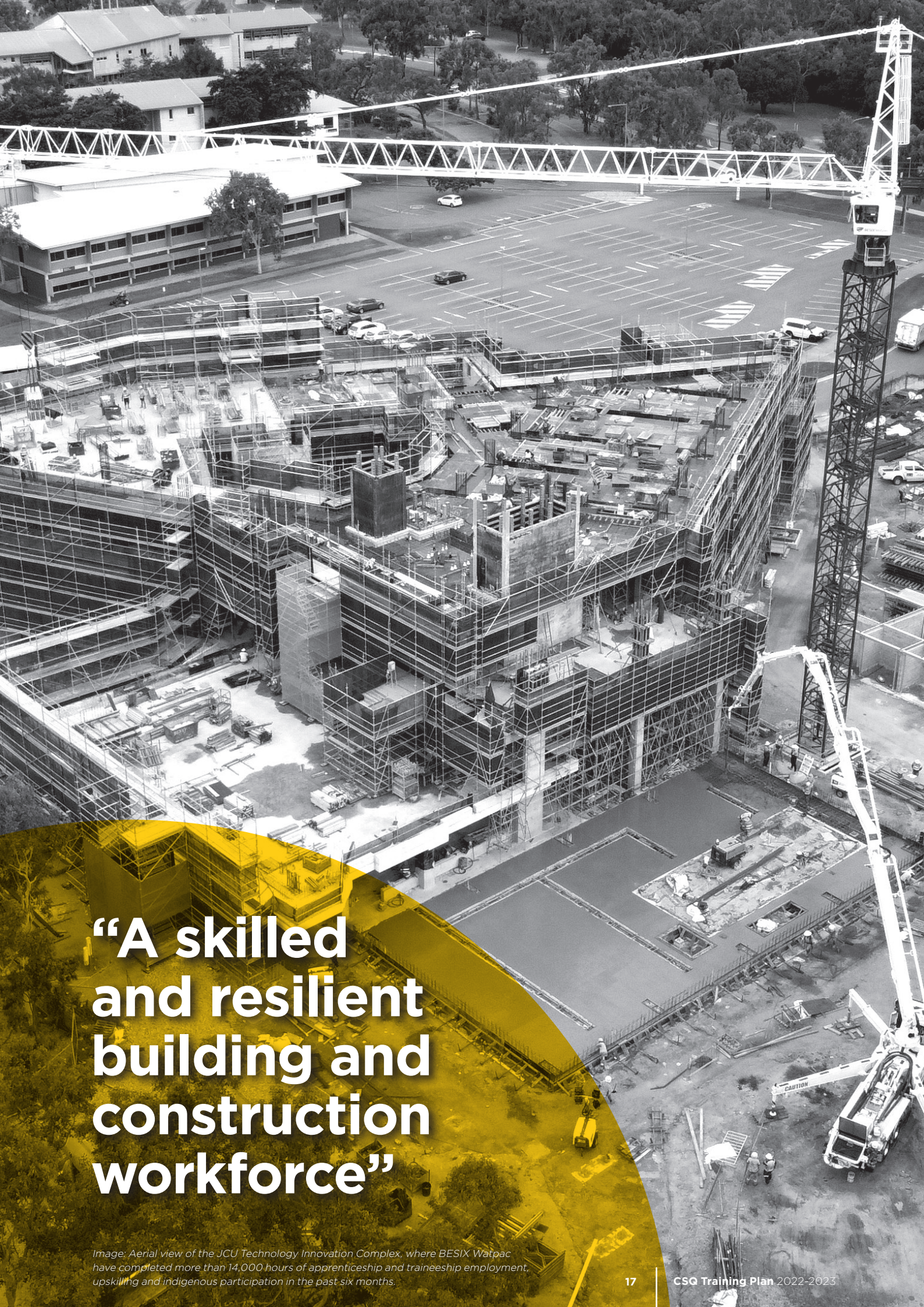
Business capability and wellbeing

Support for all businesses and workers



Industry, corporate and support services

Reach, research and strong corporate functions



**“A skilled
and resilient
building and
construction
workforce”**

Image: Aerial view of the JCU Technology Innovation Complex, where BESIX Watpac have completed more than 14,000 hours of apprenticeship and traineeship employment, upskilling and indigenous participation in the past six months.



Pathways

\$2.9M

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

Career pathways \$995K

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 programs

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 Skills is a taste-test paraprofessional experience, for example, for aspiring estimators, drafters and civil engineers

Gateway to Industry Schools² | linking schools and industry

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.

TAILORED LANGUAGE

ONLINE DELIVERY

BROAD REGIONAL APPLICATION

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

In 2022-23 CSQ will continue its innovative virtual reality (VR) project to develop and implement a VR tool that complements the Try'a Trade and Gateways to Industry Schools programs. The VR project 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.

²The program is delivered by CSQ in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.

Pre-trade \$1.9M

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

Get Ready | job ready candidates

In 2022-23 we are responding 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, particularly targeting less known trades such as plastering, tiling and painting.

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.

INDUSTRY
PARTNER & RTO

6 UNITS FROM
CSQ SHORT
COURSES

LIFE SKILLS
TRAINING

STRUCTURED
WORKPLACE
LEARNING

READY-FOR-
WORK KIT

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 Department of Employment, Small Business and Training; and a training plan and training record book (responsibility of the RTO)³.

³The program is delivered by CSQ in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.





Building (residential & commercial) and Civil programs

\$35.7M

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 \$5.7M

\$3M training and \$2.7M coordination grants / addressing skill shortages 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 a range of building and construction 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.



Building specific programs \$18.5M

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

Higher Qualifications \$6.5M | 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 a range of targeted 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.

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.

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 who require gap training to gain a qualification.



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

Civil specific programs \$11.5M⁴

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

Higher Qualifications \$1.5M | 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.

Short Courses \$8M | licences, tickets, new skills

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

- Targeted skills needs – over 25 short courses to assist civil companies 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 Queensland Building and Construction Commission.

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 who require gap training to gain a qualification.



⁴The program is delivered by CSQ in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.



Business capability and wellbeing

\$4.7M

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

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

In 2022-23 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

Social inclusion

- 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.

Small Business \$500K | helping sole traders and SMEs prosper

This popular program encourages accessible and user-friendly knowledge and skills targeted to SMEs. SMEs 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.

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

New for 2022-23 is the Apprentice Support program. Apprentice Support providers will deliver targeted support 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.

Industry Skills Coordination Grants \$1M | enabling remote, regional and state-wide 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 helps associations build a deeper understanding of the system intricacies and the deep policy linkages. This includes into targets for certain groups under major government funded projects, into linkages between the skills system and industrial awards, licensing and regulation and differing requirements by project stage and by 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 a deep 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.





Industry, corporate and support services

\$7.7M

Supporting the industry through insightful research and sound operations.

Research and Digital, Industry Development and Capability \$4.2M

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 for 2022-23

- 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 for 2022-23

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



Corporate, Finance and Marketing & Communications \$3.54M

Our Procurement Services, Marketing and Communications, Policy and Performance, Corporate Services and the 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 and Policy

Key priorities for 2022-23

- 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
- Policy leadership, research, review and evaluation
- Identifying and leveraging opportunities to respond to, collaborate on and inform skills and industry policy

Marketing and Communications

Key priorities for 2022-23

- Building positive brand and market awareness
 - Increasing appetite for funded training
 - Promoting careers in construction
 - Boosting audience engagement through targeted strategies
 - Innovating delivery of CSQ content through new and emerging platforms
-

Corporate Services and Performance

Key priorities for 2022-23

- Delivery of the CSQ Training Plan and corporate planning
 - 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
-

Finance and Administration and QLeave Fee

Key priorities for 2022-23

- 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 and Operations Officer
- **Carla Crawford**
Director Corporate Services and Company Secretary
- **Sean Cummiskey**
General Manager Industry Services and Procurement
- **Robert Sobyra**
Director Research and Digital



Visit: **csq.org.au**

Call: **1800 798 488**

DISCLAIMER: Whilst all care and diligence has been exercised in the preparation of this plan, BCITF (Qld) Limited ACN 105 495 387 as trustee for the Building and Construction Industry Training Fund (Qld) trading as Construction Skills Queensland ("CSQ"), does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of any reliance on this information, whether or not there has been any error, omission or negligence on the part of CSQ, or its directors, employees, agents or sub-contractors. A number of unforeseen variables can affect any projections used in the analysis and, as such, no warranty is given that a particular set of results will be achieved.