



CSQ



**CSQ
Training
Plan**

**Building a skilled and resilient
workforce in construction**

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Cover image: Overlooking the Cross River Rail Boggo Road site

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.



Image: Inside the Cross River Rail Southern Tunnel Portal

Message from the Chair and CEO

Queensland is entering a decade of unprecedented demand from 2023-24 as levels of new building and construction activity reach record levels.

Driving the largest ever pipeline of new construction activity in Queensland is record-breaking public investment in infrastructure to sustain our growing population, renewables to support our clean energy transition, and legacy building opportunities with the Brisbane Olympics 2032.

The pipeline is big and getting bigger.

Renewables will account for the largest share of new construction activity over the next decade. With the release of the Queensland Energy and Jobs Plan in 2022 outlining a \$62 billion infrastructure investment blueprint required to reach the state's ambitious 70% renewable energy target by 2032, we need to prepare our workforce to deliver.

The Queensland Government also announced record breaking funding for transport and road projects between 2022 and 2025; and record capital works allocation for hospital projects. Meanwhile new residential and commercial projects will also underpin much of the construction activity needed to support Australia's fastest growing state by population.

While construction in Queensland becomes busier than ever, the profound labour shortages that characterised 2022 remain entrenched across the state.

Now that overseas and domestic migration has recovered, and with significant work to be completed on public projects, migrants can no longer be seen as the sole solution to plug the skills gap.

Ultimately, we must grow our own.

Increasing the number of skilled workers required to efficiently deliver the volume of work in Queensland's pipeline will require leadership, vision and commitment to navigate the new set of operating conditions that lie ahead.

The 2023-24 Training Plan outlines our \$50 million training and workforce investment to boost the capability and agility of Queensland's building and construction industry to meet this unprecedented demand.

Supporting the skills and workforce requirements of the building and construction industry over the next three to five years remains our priority. The Training Plan must also support industry development as it prepares to meet the decade ahead, ensuring the industry has the capability needed to deliver the volume of work on the horizon.

With workforce planning more critical than ever before, we will expand our workforce planning services across Queensland through programs and regional stakeholder engagement. CSQ will continue to work closely with the civil sector in 2023-24 to ensure that civil pathways are better promoted and civil career choices better known.

We will continue to support healthy workers and a safe work environment that values diversity of experience and thinking. Providing employers and employees with access to mental health awareness and support programs will remain a priority. Meanwhile, our domestic violence support program will roll out for a second year as we continue to apply funding flexibly to support areas of greatest need.

Diversity improves the quality of decision making, productivity and teamwork; allowing better business outcomes to follow. CSQ has established a Queensland Women in Construction Advisory Committee as part of our commitment to attract and retain more women to the industry. Our strong focus on Indigenous participation and pathways will also continue as part of ongoing work to address cultural barriers and greater inclusion of underrepresented groups.

Meeting the demand for skilled labour in Queensland over the next decade could be our greatest challenge yet. CSQ remains optimistic about meeting the challenges and opportunities that lie ahead working alongside industry associations, unions and the Queensland Government to address labour and skills shortages in this new era for building and construction.

Michael Kinnane
Chair

Brett Schimming
Chief Executive Officer

“Meeting the demand for skilled labour in Queensland over the next decade could be our greatest challenge yet.”



Investment plan 2023–2024

\$50M

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 CSQ will be investing \$50M to support the industry.

Pathways | \$2.7M



Construction Pathways \$1.1M

- Try'a Trade (inc. VR)
- Try'a Skill
- Gateway to Industry Schools* Year13
- School to Industry Advisory Services

Pre-trade \$1.6M

- Get Ready
- Trade Ready
- Registered Trade Skills Pathways*

Building (residential & commercial) and Civil programs | \$34.7M



Major Contractors \$6.1M

- Training
- Skills Coordination and Social Inclusion

Building specific \$16.8M

- \$5M Higher Qualifications
- \$9.4M Short Courses
- \$2.4M Skills Assessment and Gap Training

Civil specific \$11.8M*

- \$1.5M Higher Qualifications
- \$8.6M Short Courses
- \$1.7M 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

\$300K

Small Business

\$1M

Apprenticeship Support

\$1.2M

Industry Skills Coordination Grants

Industry, corporate and support services | \$7.9M



\$4.2M

Research and Data, Industry Services

\$2M

Marketing and Communications

\$900K#

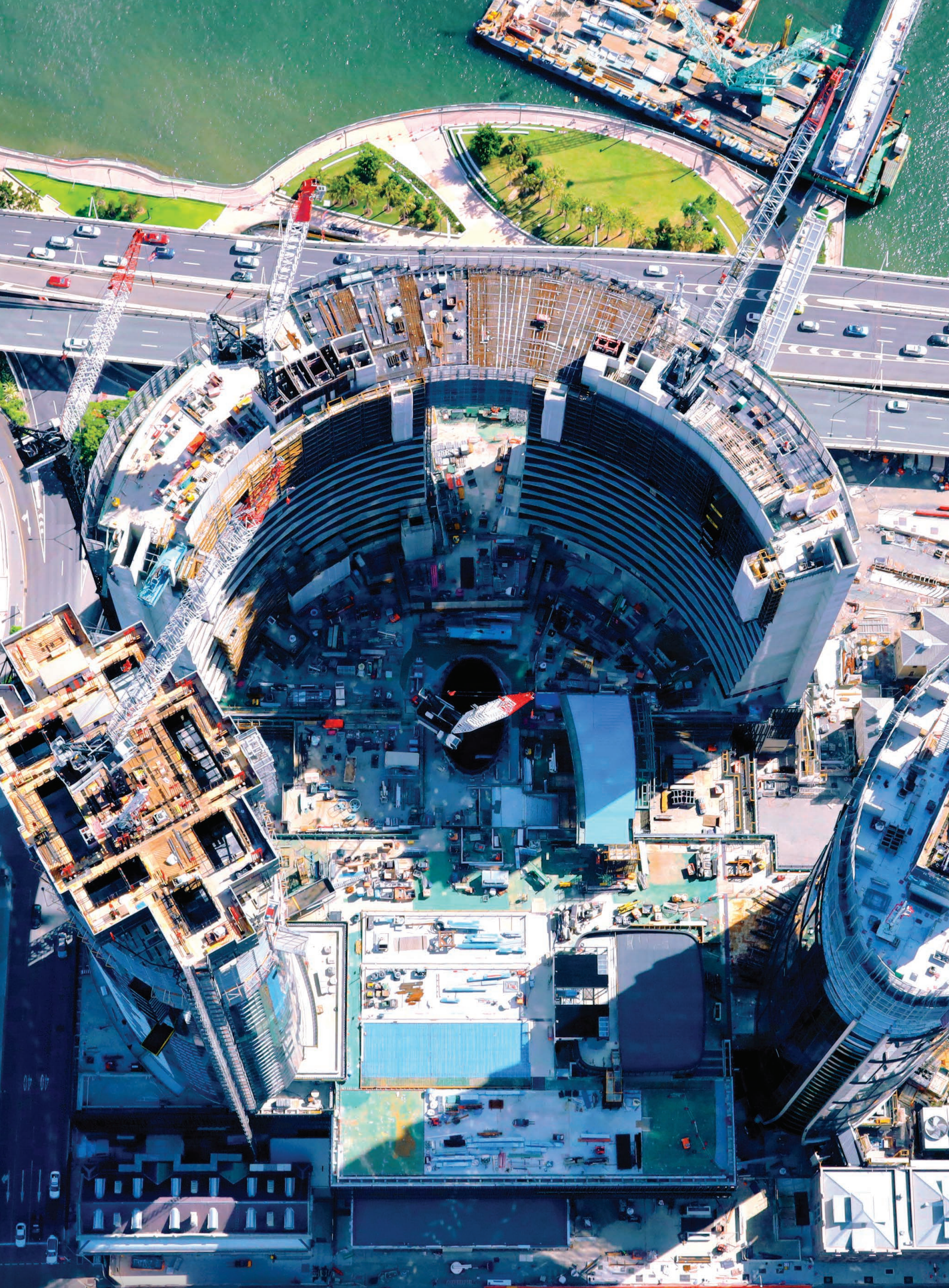
Finance and Administration

\$800K

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 \$900K for Finance and Administration represents a contribution towards corporate costs with remaining costs offset by non-training levy income.



About CSQ | at a glance

 <h3>Industry training investment</h3> <p>CSQ is independent, not-for-profit, industry-funded and focused on investing in training for Queensland's building and construction industry</p>	 <h3>Investing in Queensland</h3> <p>Over 200 subsidised courses procured through a place-based purchasing strategy, delivered through all of Queensland's regions</p>	 <h3>Industry-funded</h3> <p>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)</p>
 <h3>Training plan</h3> <p>A training plan is developed annually and delivered to our shareholding Minister by 30 April</p>	 <h3>Ownership</h3> <p>The Queensland Minister for Training and Skills Development is our sole shareholder</p>	 <h3>Governance</h3> <p>Our Board is appointed by the Minister and comprises an independent Chair, government, and industry employer and employee representatives</p>
 <h3>Working with employers</h3> <p>A workforce planning approach to skills development to keep our industry moving on major projects and across regions</p>	 <h3>Targeted procurement</h3> <p>Delivery of training and services through over 100 RTOs, charities and employer and employee associations</p>	 <h3>Industry engagement</h3> <p>Over 4,600 in 2022 face-to-face or virtual contact points with industry via an on-the-ground team providing place-based reach across Queensland</p>
 <h3>Research and innovation</h3> <p>Robust economic research providing insight into economic data, employment, regional and workforce trends</p>	 <h3>Policy participation</h3> <p>We advocate and advise through industry committees, policy submissions and direct briefings to government</p>	 <h3>Working with government</h3> <p>Partnering with agencies on skills development opportunities in building and construction with DESBT, QBCC, TMR, DEPW, CRRDA and others¹</p>

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

The pipeline of construction work yet to be done piled up throughout 2022. However, the volume of completed construction activity failed to keep up, constrained by labour and materials shortages (see **Figure 1**). Residential approvals have eased off from their record-breaking 2021 high due to higher interest rates, with the increasing pipeline of work driven by the commercial and engineering sectors.

Major projects

Public investment in major projects will be the big driver of construction activity in Queensland in coming years. CSQ is tracking around 6,500 projects across Queensland, of which three-quarters (around 4,700) are likely to come out of the ground over the next few years. These projects represent a labour demand of around 85,000 construction workers, more than double what was required in 2019-2020.

Contributing to this demand has been record government expenditure on roads, rail and other infrastructure, as well as hospitals, and the push to achieve the state's 70% renewable energy target by 2032. And of course, the projects associated with the Brisbane 2032 Olympics.

The skilling response

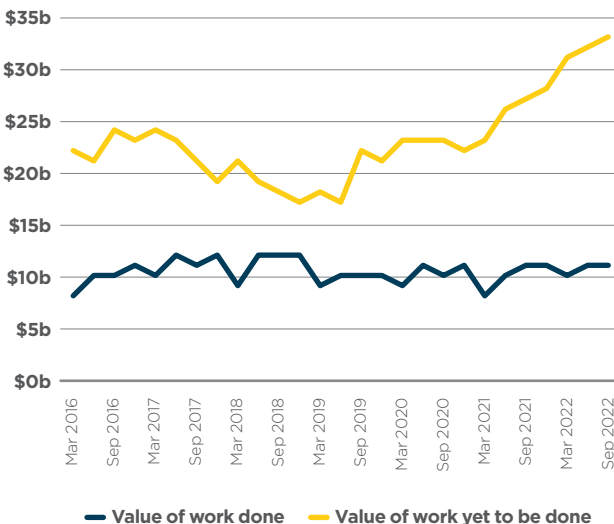
The temporary pandemic wage subsidy program means Queensland now has a record 30,000 construction apprentices in-training (see **Figure 2**) and boosted industry employment figures sitting at their highest level since the pandemic began, with 263,000 workers in November 2022.

Despite the record number of workers, it still won't be enough, with labour and skills shortages posing the main challenge ahead for the industry. The current deployable construction workforce, those not currently working, reached a historic low in 2022 and is not sufficient to alleviate the increasing volume of work in the pipeline. There is simply more work than workers and more needs to be done if the industry is to deliver the volume of work on the horizon.

Figure 1:

Pipeline of work already full

Total value of work done and yet to be done, Queensland

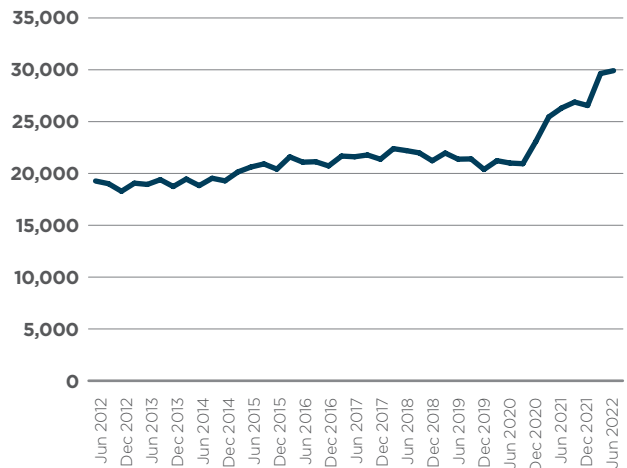


Source: Australian Bureau of Statistics, CSQ

Figure 2:

Record number of construction apprentices in-training

Construction apprentices in-training, Queensland



Source: National Centre for Vocational Education Research, CSQ

Research and industry consultation cont.

Industry engagement

Consult, listen and respond

CSQ is focused on supporting the skills and workforce requirements of the building and construction industry. The CSQ Training Plan is informed by industry consultation and engagement to ensure the industry has the capability it requires to deliver.

Workforce planning is key to informing our training plan and guiding our industry-facing activities, providing a crucial link between forecast work, skills supply and training needs.

Our team of highly capable industry professionals work across Queensland's key cities and regions to provide direct feedback to guide our investment in skills programs and initiatives. Consultation in March and August supports us to develop and implement the training plan each year; and ensures our programs and services are well targeted.

Workforce planning

Workforce planning applies across residential, commercial (building) and civil sectors to directly link skills, training and the construction pipeline of work. It is about helping projects and regions prepare to engage with the right skills for the right work at the right time.

Mapping skills and training to forecast construction work supports project delivery by providing timely access to data regarding skills and workforce requirements. Required training is delivered through a network of training providers and subsidies are 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, a place-based approach to construction projects is used. Projects and their stages are aggregated and mapped to regional skills supply to identify areas where skills gaps are likely to require a response. This allows us to support regional workforce planning based on robust evidence as part of our core business.

By focusing on the entire workforce supply chain, we can connect more easily with subcontractors and small businesses to cater for specific business capability and training needs. We also support workforce planning through our Major Contractors Coordination Grants programs.

Identifying skills requirements and labour needs for regional projects is increasingly important and CSQ is regularly called on by government to work with contractors in support of Queensland Building and Construction Training Policy targets for local employment, apprentices and diversity. Our strong relationships with industry and government help us stay relevant and responsive.

Over the next decade, as the economy changes and construction projects commence and compound the ongoing skills scarcity, projects and regions will need innovative solutions to attract and retain talent. Unlocking underrepresented groups and attracting the next generation of school leavers will play a critical role in meeting future labour and skills requirements.

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 social procurement 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.

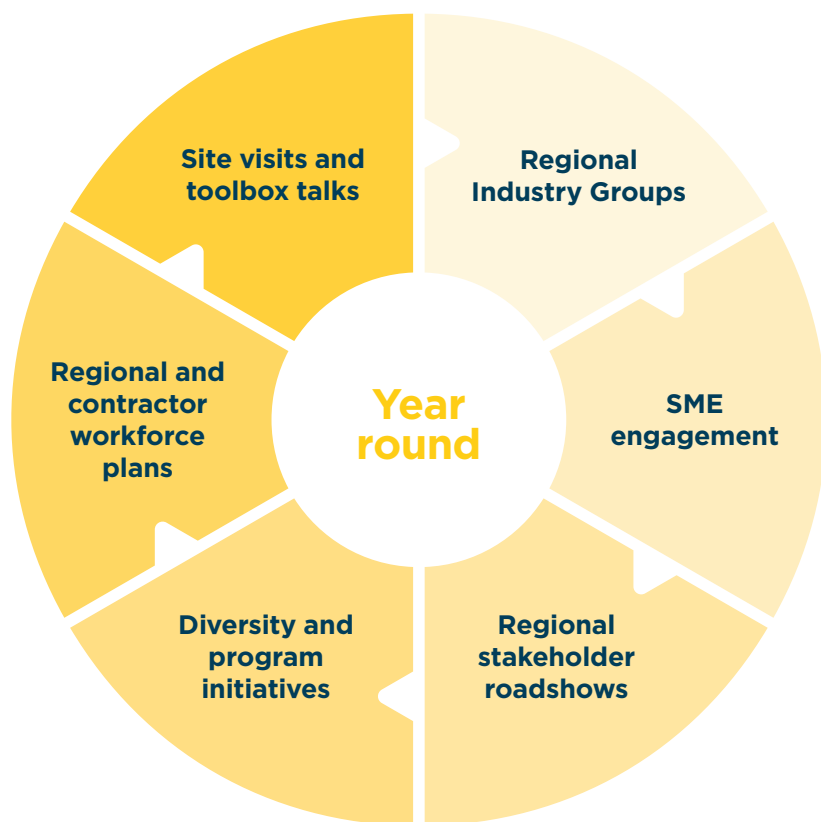
We support social inclusion and assist development of Indigenous action plans.



A closer look at industry consultation

Research and data is the foundation that informs the training plan, investment levels and changes in program delivery policy. However, on its own, data only tells half the story. CSQ holds industry consultation sessions in March and August each year to test the data across nine regional locations. Feedback and findings are used to both develop and implement the CSQ Training Plan.

This is complemented by year-round industry consultation through our engagement team including face-to-face engagement underpinned by an integrated communications strategy and our work with our industry skills coordination partners and Major Contractors forum.



“Public investment in major projects will be the big driver of construction activity in Queensland in coming years.”





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 | Skills shortages remain

The industry is clearly in a bind when it comes to the demand and supply for labour in all corners of our state. The pandemic has had a significant impact on the thousands of migrants that usually supply labour to our industry. Combined with an incentive driven housing boom, industry tells us that it has never been harder to find skilled tradespeople and semi-skilled labour.

The impact is being felt in several ways: pushing the build out of the current housing pipeline through to 2024 and causing delays to major projects, particularly in regional Queensland.

Our industry urgently needs to tap new sources of construction labour and start to understand the barriers to entry and challenges with retention driven by a perception of industry culture.. Otherwise there are fears that this shortage could threaten the delivery of the state's infrastructure and energy ambitions, and legacy infrastructure opportunities.

CSQ is actively partnering with government, unions and employer groups to understand these challenges and develop strategies to help attract more workers from all backgrounds to the Queensland construction industry.

Identify new sources of construction labour | Broaden awareness of opportunities in regional Queensland | Understand entry barriers and retention challenges | Increase female participation

2 | Enhanced support for School to Industry transition

CSQ is under no illusion about the challenge to better position our industry to attract more people over the coming years. CSQ has invested in market research to understand what is driving the career choices of this future talent pipeline.

The research sought to understand what young people value in an ideal career; who/what influences this ideal; how young people think about pathways into construction; and the barriers, motivations and perceptions of working in the industry. The findings are being used to inform and target a revitalised construction pathways suite of programs and supporting information for release in 2023-24.

CSQ continues to investigate ways to bring industry and pathway providers together. If we want to better match people to jobs in our industry we need to work together to overcome the disconnect in the school

system in relation to career advice and support job seekers to enter the industry who are a good fit in terms of character and application.

As the skills crunch worsens, we will maintain our reinforced Construction Pathways program and pre-employment pathways such as Trade Ready in the coming years. These programs help young people transition from school to work with a better understanding of the industry to set them up for success.

In 2023-24 CSQ will continue to work closely with the civil sector to ensure that pathways to their part of the industry are better promoted and career choices better known. This will include expanding our successful Virtual Reality construction experiences program to feature civil environments to increase awareness of civil careers.

Apply career choices research | Revitalise construction pathways programs and information | Improve school to work transition | Increase awareness for civil pathways and careers



3 | Workforce planning and development

CSQ workforce planning support services have stepped up in line with demand to support building and construction employers to attract the right people with the right skills in the right place at the right time.

Workforce planning is critical because it prepares industry to look ahead for the workforce of the future. The 2023-24 CSQ Training Plan sees us continuing to expand these services across Queensland through our Major Contractors program and regional stakeholder engagement.

Taking a place-based procurement approach ensures training supply is matched to regional skills demand.

Queensland's strong forward program of renewable energy, infrastructure and civil projects over the next decade will require appropriately skilled workers in predominantly regional and remote locations. We will apply our workforce planning processes to ensure we understand the skills mix and jobs required to deliver these important projects for the state.

CSQ plays a key role supporting governments to expand their capital expenditure budget by providing localised occupational profiles for projects and identifying areas of potential skills tightening before they occur.

Support workforce planning and project modelling | Support project and regional activity | Match skills mix and jobs need

4 | Healthy and safe workplaces

Investing in healthy and safe workplaces is high priority for the building and construction industry. Responsive education, training and awareness programs are an integral part of the solution used to address current challenges, mitigate risk, prevent injury and illness, improve productivity and support mental health and wellbeing.

CSQ invests in short courses tailored to these issues with 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.

As part of our strong safety focus, CSQ is prioritising 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 recent years.

We will also continue education and training focused on silicosis and asbestos awareness, in line with industry requirements and new a silica dust exposure code of practice, to help ensure workers are both aware of the risks and understand strategies to reduce potentially harmful exposure.

Resource mental health and suicide prevention | Increase awareness of silica and asbestos initiatives | Support responsive training and short courses

5 | Social inclusion and Women in Construction

The industry is continuing to develop a broader focus to support industry social inclusion objectives and potentially unlock new labour sources to fill existing job demand in line with the Queensland Procurement Policy.

CSQ has committed to developing a Queensland Women in Construction Strategy following a review by the Queensland Training Ombudsman into support measures available for apprentices and trainees, and particularly the experience of female apprentices.

CSQ was approached by the Honourable Di Farmer MP, Minister for Employment and Small Business and Minister for Training and Skills Development to develop a strategy as recommended by the Ombudsman.

This strategy will unite key stakeholders across industry to focus on how to attract and retain more women to the industry; explore new ways to advocate for cultural change; share and learn from best practice thinking and experience; and consider potential policy advocacy and targeted initiatives to empower change.

Develop Queensland Women in Construction Strategy | Increase social procurement | Support workforce cultural change



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 2023-24 to ensure we have a skilled and resilient building and construction workforce.



Pathways

Supporting new entrants

\$2.7M



Building (residential & commercial) and Civil programs

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

\$34.7M



Business capability and wellbeing

Support for all businesses and workers

\$4.7M



Industry, corporate and support services

Reach, research and strong corporate functions

\$7.9M



Pathways

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

Construction Pathways \$1.1M

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 trade workers
- Try'a Skill 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:

- Provide opportunities for students to gain industry awareness and undertake industry placements
- Create links between industry and schools throughout Queensland's regions
- Provide professional development for teachers
- Develop career information to assist students make informed career choices.

Year13 | extending our reach through online collaboration

We partner with Year13 to empower young people to choose and prepare for a career in building and construction. Delivered in partnership with schools, Year13's free online platform and digital footprint connects with high school students in relatable language to test whether a career in construction is the right choice.

Key elements:

- E-learning construction induction and targeted learning modules
- Data insights and digital tools
- Leverages existing digital footprint and virtual careers expo activities.

TAILORED LANGUAGE

ONLINE DELIVERY

BROAD REGIONAL APPLICATION

CSQ is committed to developing tools that resonate and engage with school students across Queensland.

In 2023-24 CSQ will continue its innovative virtual reality (VR) project that uses VR tools to complement the Try'a Trade and Gateways to Industry Schools programs. Using VR allows greater access to career pathways covering more trades and paraprofessional roles in an engaging, experiential learning environment. It also avoids the need for heavy equipment and makes it more accessible to students in remote and regional locations.

“Empower young people to choose and prepare for a career”

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

\$2.7M

Pre-trade \$1.6M

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 2023-24 we will continue to respond 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 lesser known 'wet' 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

CSQ is committed to helping more people gain trade qualifications. 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

³ The 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

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 \$6.1M

Training and services designed to meet the needs of major projects and their supply chain.

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. 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, with a focus on social inclusion initiatives in 2023-24.
- Subsidies for a range of building and construction training under our building and civil programs including Higher Qualifications and Short Courses.

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. The program also actively encourages and facilitates Construction Pathways programs.

“Keep projects moving on time and avoid skills shortages”



\$34.7M

Building specific programs \$16.8M

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

Higher Qualifications \$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. Popular courses include Certificate IV in Electrical – Renewable Energy, Diploma of Project Management and Certificate IV in Building and Construction Estimating.

Short Courses \$9.4M | licences, tickets, new skills

Building Short Courses 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 \$2.4M | 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 \$11.8M⁴

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 \$8.6M | 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** | 25+ short courses to assist civil companies and workers stay current and meet workplace demands.
- **Safety** | helping to meet the industry safety requirements 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 \$1.7M | 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

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

Industry Wellbeing \$2.2M | supporting a safe work environment

In 2023-24 we will continue our programs supporting healthy workers and a safe work environment across the three focus areas of mental health, corporate social responsibility and diversity, ensuring that 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
- Supporting initiatives including domestic violence prevention, sun exposure and cable danger awareness

Social inclusion

- Working with industry partners, charities and not-for-profits to develop and deliver diversity projects
- Priority projects include increased support for women in the industry and in trade roles, and a strong focus on Indigenous participation and pathways.

Small Business \$300K | helping sole traders and SMEs prosper

CSQ is committed to helping all parts of the industry succeed. This popular program encourages accessible and user-friendly knowledge and skills targeted to SMEs.

Business owners and their staff can benefit from a range of training to enhance the capability of this business through education.

In 2023-24, we will support targeted small business services contextualised for our industry are procured to complement a range of Government programs, ensuring Queensland small construction businesses have access to the support needed for success.

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

We are committed to supporting apprentices to fully participate, engage with and complete their qualifications in the building and construction industry. Apprentice Support program providers deliver targeted support services ranging from mentoring, life skills initiatives and networking through to future occupational opportunities. Reducing the likelihood of non-completion is a focus, with planned intervention points to help apprentices succeed.

Industry Skills Coordination Grants \$1.2M | enabling skills through remote, regional and state-wide engagement

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 systems and policies that link to skills development. This includes targets for certain groups under major government funded projects, linkages between the skills system and industrial awards, licensing and regulation and differing requirements by project stage and by project type.

Our coordinated approach – across sectors, occupations and skills-based intelligence; industry-wide engagement; and training needs analysis – builds a deep understanding and creates a more skilled workforce across Queensland’s building and construction industry.

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

\$4.7M



“We will continue our programs supporting healthy workers and a safe work environment”





Industry, corporate and support services

Supporting the industry through insightful research and sound operations.

Research and Data, Industry Services \$4.2M

The Research and Data and Industry Services 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 Data

Key priorities for 2023-24

- Drive innovation, conduct research and develop key publications and products for the building and construction industry
- Review and analyse data, evidence and market intelligence.

Industry Services

Key priorities for 2023-24

- Lead engagement with stakeholders across Queensland regarding skills leadership, supporting industry capability development and promoting CSQ's market intelligence, programs and services
- Lead and refine key programs, and educate industry on the importance of workforce development
- Provide on the ground intelligence through year-round industry consultation, and conduct information sessions to inform our investment plan
- Enhance CSQ's workforce planning approach and expand leadership of projects from client through to delivery
- Revitalise CSQ's Pathways service delivery, under a new Construction Pathways strategy.



Image: On the ground at the Cross River Rail Albert Street site



\$7.9M

Procurement, Corporate, Finance and Marketing and Communications \$3.7M

Our Procurement Services, Marketing and Communications, 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

Key priorities for 2023-24

- Continued management of programs through equitable and transparent procurement with RTOs and other providers
- Strategic approach to training procurement, matching industry intelligence with targeted tendering to better match training supply to regional skills demand
- Efficiency through streamlined procurement processes and digitisation of contract management systems
- Robust purchasing processes, contract management and validation of data
- Develop tailored, automated, program activity reporting
- Deliver detailed program development policies
- Policy leadership, research, review and evaluation
- Identify and leverage opportunities to respond to, collaborate on and inform skills and industry policy.

Marketing and Communications

Key priorities for 2023-24

- Build positive brand and market awareness
- Increase appetite for funded training
- Promote careers in construction
- Boost audience engagement through targeted strategies
- Innovate delivery of CSQ content through new and emerging platforms.

Corporate Services

Key priorities for 2023-24

- Deliver the CSQ Training Plan and corporate planning
- Provide 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 2023-24

- Continued accountable financial management and reporting
- Efficient and effective IT network and digital solutions
- Administer Levy through QLeave.

“Educate industry on the importance of workforce development”



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**

A large-scale construction site featuring a dense grid of steel reinforcement bars (rebar) laid out on a wooden formwork structure. Several construction workers in high-visibility orange safety gear and white hard hats are visible, working on the rebar. The scene is set against a dark blue circular graphic overlay on the right side of the page.

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
- **Kim Hetherington**
Director Industry Development and Capability
- **Sue McCosker**
Director Marketing and Communications



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