CSQ

BUILDING
A SKILLED
WORKFORCE
FOR THE FUTURE.

Annual Training Plan

2019-20

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Foreword from the Chair



The construction industry is ever changing. Our Annual Training Plan 2019-20 is an answer to the dynamic training needs of this sector in support of a well-rounded and sustainable workforce.

CSQ will be spending more across Queensland in the coming year to ensure the industry is well prepared for the upcoming demands of major projects and a healthy regional outlook.

Our investment strategies and programs are underpinned by our core priorities of attracting new entrants into the industry and developing and retaining existing workers in the industry to ensure a prosperous and sustainable future.

This year, our Annual Training Plan (ATP) features three exciting new programs to boost the capacity and capability of our industry, specifically boosting apprentices, small business and safety in construction.

As the bloodline of the industry's future, apprentices and trainees will always be an important focus in our planning and we will continue to work to see completion rates rise. To this end, CSQ will introduce new arrangements to fully subsidise priority short courses and provide access to key higher level skills training to assist them to complete their apprenticeship/traineeship, gain essential licenses, and begin a long-term career in the building and construction industry. This will be supported and enhanced by our Apprentice Advance+ program.

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

Small businesses create jobs, employ apprentices and trainees and provide a supply chain of skilled workers. This year we will look to boost the capacity and capability of small business in construction with a Small Business Program.

CSQ will invest in opportunities to deliver skills and support services to build the capabilities of small businesses in order increase their operational and economic sustainability.

This will enable more small businesses to explore efficiencies in their day-to-day processes, achieve greater sophistication in their business operations and, ultimately, unlock opportunities to grow and thrive.

Our new safety program recognises that in attracting and retaining skilled workers in our industry, it is critical that we create safer and healthier workplaces. The new program will fund the delivery of awareness, education and preventative training across a range of safety focus areas.

Mental health remains a concern within the building and construction industry and training, awareness and support is important for keeping skilled workers engaged and safe.

We recognise that our industry is a large workforce of individuals and it is important to recognise the individual journeys and struggles that each person may be experiencing.

This year, CSQ will continue to invest with partners to improve available support and mental health awareness on work sites across Queensland and to decrease the suicide rate of our construction workers.

Following some of my consultation, industry stakeholders identified that our key suppliers – the Registered Training Organisations (RTOs) that deliver our training programs to the industry – sought a forward commitment of work to be able to invest in their program planning and people, to build capability and ensure they can deliver quality training on our behalf. In response to this feedback, from 2019-20 CSQ will enter into three year funding commitments with a range of its preferred RTOs with a proven history of quality delivery to provide them greater surety that will allow them to invest in their capacity to deliver our training priorities to the construction industry.

We have committed to supporting strategic opportunities and responses to encourage increased participation from women, mature-aged and Indigenous workers.

A more diverse talented workforce will boost the capacity of the building and construction industry to deliver projects on time, to budget and to a high standard.

Our Industry Outlook for the coming year describes an 'infrastructure pivot' with a greater focus on work in the heavy and civil sectors.

While this will be experienced variably from region to region, it is likely to require a different mix of skills compared with residential projects.

Training and skilling remains as critical as ever to ensure projects can draw down from a sustainable pipeline of skilled workers.

As always, CSQ has our sights set beyond the horizon to ensure that we are training and skilling a workforce to meet the industry's future needs.

Our Annual Training Plan 2019-20 will help to future proof the construction industry of tomorrow by injecting strategic training and support today.

Michael Kinnane
Chair



Message from the CEO



This year's Annual Training Plan will support a new chapter in the Queensland construction industry; one which will be characterised by infrastructure investment and the rise of the regions.

We are currently witnessing a major shift from a residential-led construction industry to one that is more dominated by civil/infrastructure projects.

This has been underpinned by the return of large amounts of public sector capital to support a new wave of infrastructure for our state, with a significant skilled workforce required to build iconic projects such as Cross River Rail, Queen's Wharf, Brisbane Metro and the Inland Rail project.

Our response in this plan is to ensure that we are not only preparing our existing workforce for the shift in demand of construction activity, but we are also preparing to attract a new workforce to meet changing needs.

Another major change we are preparing for over the next five-year window will be for an increase in demand for a skilled construction workforce in regions beyond South-East Queensland.

Our regions are returning to a level of economic activity that will require us to increase our regional training investment as we plan to support skills development for the whole of Queensland.

A strong example of this is the large number and diverse range of projects that are currently being undertaken and about to be undertaken in Central Queensland around Rockhampton.

This is the start of a new chapter for our industry. We are about to go into an era of prominent and unique major development, but all the while making sure that we are still responsive to the needs of the residential sector and the needs of our regional workforces to deliver regular construction work.

This year's ATP prepares us for the first movement in this new direction and will be further developed over the next four years.

As always, CSQ has a strong focus on ensuring we have catered for all construction projects and industry sectors in this year's planning.

Again this year, the ATP is strengthened by the collaboration and partnerships that CSQ has with the leaders of industry associations, unions and a wide variety of government agencies.

This plan is focused on ensuring that we are responding to the current and emerging needs of our industry across all sectors (civil, commercial and residential) and to the specific needs of different regions and the many types of businesses that make this industry operate.

We will continue to work with all of our partners over the year of this plan to ensure that we are capable of responding with agility as the demand for construction evolves.

CSQ has committed to exploring the impacts of changing construction practices and breakthrough innovations in design and materials, and what these changes will mean for our training response.

Our responsibility is ensuring that the industry has an adequate pipeline of skilled workers to deliver future projects. And if projects are being delivered using non-traditional methods, then we need to ensure there is a trained workforce to fit.

A key principle of our annual investment plan is that CSQ continues to provide support to our industry to allow both workers and employers to obtain the right skills at the right time for their respective careers and businesses through programs that provide pathways for career development that are supported by industry.

These pathways allow workers to move organically across sectors, onto new projects and to advance their career opportunities.

The introduction of the Apprentice Advance+ program ensures that we provide the best possible support for both our newest and most vulnerable in our industry. We want to see the greatest chance of success for those starting out in our industry because we will need more skilled workers to meet our future demand of this workforce over the future years.

The 2019-20 ATP will support and enhance a skilled workforce for what will be a uniquely dynamic period for the Queensland construction industry.

Brett Schimming
Chief Executive Officer

01 Introduction

About CSQ

The Building and Construction Industry Training Fund (BCITF)

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

The levy is payable on all building and construction work in Queensland where the total cost of work, whether direct or indirect, is $150,000 or more, excluding GST.

The levy is 0.1% of the cost of the work, and is exclusively an industry contribution for the benefit of the building and construction industry.

The levy is collected from the building and construction industry, under an agency agreement, by QLeave on behalf of the Building and Construction Industry Training Fund (Qld) ("Trust") that trades as Construction Skills Queensland (CSQ).

Who we are

The CSQ Board

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

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

The Board Members as at 30 April 2019 are:

• Michael Kinnane	Chair
• Marina Chambers	Employee Representative
• Penelope Cornah	Employer Representative
• Mary-Anne Curtis	Government Representative
• Sue-Ann Fresneda	Employer Representative
• Damian Long	Employer Representative
• Ronald Monaghan*	Employee Representative
• Richard Williams	Employee Representative

The CSQ Executive

CSQ's Executive Leadership team provides leadership and direction to support the operations of the organisation.

CSQ's Executive Leadership team includes:

• Brett Schimming	Chief Executive Officer
• Geoff Clare	Chief Financial Officer and General Manager, Corporate Services
• Susan Armstrong	General Manager, Industry Services
• Wayne Forrester	Director, Training Procurement
• Carla Crawford	Director, Legal and Communications
• Robert Sobyra	Director, Evidence, Data and Innovation

** It is with sympathy, that the CSQ Board of Directors wishes to acknowledge the untimely passing of Board Director, Mr Ronald Monaghan on 30 June 2019. The Board would like to express their sincere appreciation to Mr Monaghan for his great service and commitment to CSQ and the Queensland building and construction industry.*

What we do

CSQ invests funds collected by the levy into services and programs that directly support the growth and development of the skills base of the Queensland building and construction industry.

Each year, in accordance with the requirements of the CSQ Trust Deed, CSQ develops an Annual Training Plan (ATP) which outlines the priorities for investment in programs and services for Queensland's building and construction industry for the forthcoming year.

CSQ consultatively develops the ATP in response to the ever changing needs of Queensland's building and construction industry which is cyclical in nature and driven by impacts of factors such as the state of the economy, fluctuations in employment conditions, changes in wider environmental factors, external influences such as advances in technology, and amendments to regulations.

How we do it

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

The programs and services outlined in the ATP are developed, shaped, and informed by:

- extensive consultation with industry, unions, government and other stakeholders
- the findings from the evaluation of CSQ's programs and services
- research and analysis of forecast activity in the industry and supply of workforce skills available.

The ATP is informed by evidence-based research, including an analysis of workforce supply and skills foresights together with an assessment of forecast industry activity and economic drivers. Importantly, this research, and the subsequent planned investment, is continually tested through engagement with industry stakeholders from across the regions in the State.

Broadly, CSQ employs a multi-pronged approach to identifying industry issues and skills needs.

Firstly, CSQ employs a place-based approach to engage with industry stakeholders across regional Queensland to identify key local industry issues, skills and training needs, and intelligence on how the stakeholders want their issues and needs addressed.

CSQ complements its place-based approach to issues identification and resolution by employing robust and strategic research methodologies that provide it with higher level and wider perspectives on existing and emerging industry issues and needs.

CSQ undertakes an analysis of the magnitude, frequency and distribution of skills gaps in the industry and their causes. This assists CSQ in determining the best strategies to address the industry skills supply issues. Findings from the evaluation of the relevance and efficacy of CSQ's existing programs and services further inform opportunities for improvements CSQ can make in the mix of its existing programs and services, including in the identification of opportunities for the introduction of innovative new offerings that respond to changing industry and workforce needs.

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

Principles

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

These principles are:

- evidence-based
- future-focused
- accountable
- transparent and contestable
- inclusive and consultative
- effective and efficient
- innovative.

02
Industry outlook

CSQ's investment is always driven by a detailed assessment of the state of Queensland's construction industry and its workforce. This assessment is underpinned by an analysis of the predictions for key construction sectors, the state of the construction workforce and the pipeline of apprentices and trainees who represent the future of our industry.

Queensland's construction industry faces a number of headwinds coming into 2019-20: a weak national economy, a cooling residential property market and uncertain global conditions. Whilst this environment will present challenges for many construction workers, others will enjoy great opportunities over the coming year.

It is no secret that this latest building cycle was dominated by residential construction in South-East Queensland (SEQ), with a focus on apartments. Workers who specialise in these sectors and regions will most acutely feel the effects of the contraction, while areas that missed the party will also miss the hangover. Thus, as residential construction in SEQ has peaked and is now slowing, activity outside SEQ is now ramping-up, albeit not enough to fully offset the south-east's decline.

The big story for 2019-20 is the rotation of engineering construction back into the driver's seat. From 2020, we expect the engineering sector to grow by more than $800m year-on-year in Queensland – a stark turnaround from the nearly $5b annual contraction that that sector experienced since 2015. This next phase of growth in engineering construction is being driven by public infrastructure.

This 'infrastructure pivot' will affect the construction workforce unevenly.

Overall, we expect an increase in demand for workers in the heavy and civil sectors, and a decrease in demand for those in the 'building' sectors. Yet outcomes will vary significantly from region-to-region: while the wind-down in apartment building is leaving a surplus of labour across SEQ, shortages are developing in many non-metropolitan areas as regional Queensland returns to growth.

Moreover, the mix of skills required to deliver an infrastructure pipeline is quite different to the mix required to deliver a portfolio of residential and non-residential building projects. As a result, we expect to see relatively more demand for occupations such as plant operators and railway track workers than for carpenters, painters and glaziers.

In the context of weakening residential and non-residential conditions, it is no surprise that apprentice commencements have begun to fall. Employers are reluctant to take on new apprentices during periods of uncertainty, and these sectors account for the majority of construction apprentices. The fall in apprentice commencements is expected to continue throughout 2019-20.

Despite the falling rate of commencements, apprentice completion rates in Queensland's construction industry have bounced back strongly. We estimate that two-thirds of the 2016 cohort (which is the latest available estimate) will complete an apprenticeship in the industry, compared to just over 60% of the 2015 cohort.

The *Industry Outlook 2019-20* is CSQ's assessment of the predictions for key construction sectors, the state of the construction workforce, as well as the pipeline of apprentices and trainees who represent the future of our industry.

The Industry Outlook 2019-20 underpins CSQ's Annual Training Plan 2019-20 and should be read as a companion to this document.



This ‘infrastructure pivot’ will affect the construction workforce unevenly.

03
Industry consultation

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

CSQ's multi-pronged strategies for stakeholder consultation and engagement for the development of the 2019-20 ATP included the following:

- ongoing consultation and engagement with our key employee and employer associations, major contractors and key employers, regional stakeholders and industry leaders and, through our participation on industry committees, forums and reference groups
- year round engagement with the Registered Training Organisations (RTOs) delivering our programs
- targeted consultation between December 2018 and April 2019 that included:
  - focus group sessions and one-on-one meetings across regional Queensland
  - meetings with CSQ's strategic stakeholders
  - administration of a web-based industry survey.

The feedback from this engagement has been analysed and synthesized, and six key themes have emerged from the analysis.

Theme 1
Mentoring and future industry leaders

Industry stakeholders reported gaps that they believe exist across a range of areas that relate to mentoring, coaching and supporting:

- apprentices and trainees during their apprenticeship and traineeship
- supervisors of apprentices to be good supervisors
- apprentices completing their apprenticeship to become site supervisors / project leaders / small business owners / managers
- new tradespeople to become future supervisors of apprentices and trainees
- early adopters (innovation leaders) in the industry to accelerate skills acquisition that supports broad adoption of innovation.

Overwhelmingly, stakeholders agree that regardless of the type of support offered, mentoring and coaching needs to be delivered by people who understand the construction industry and the VET sector and can contextualize support service offerings to construction businesses. Delivery by generalists with no real experience or background in the industry was not considered palatable by stakeholders.

Theme 2
Healthy and safe workplaces

Healthy and safe workplaces continue to be a high priority for the industry with education, awareness and training seen as the critical response to not only mitigate risk but more importantly to protect workers, prevent injury and illness and improve productivity. There was widespread identification of the need for awareness, education and preventative training associated with:

- working with crystalline silica (silica) which is present in a range of building products including sand, stone, concrete, mortar, engineered stone, bricks, tiles and some plastics
- asbestos identification, handling, disposal and management
- maintaining water systems to prevent legionnaires' disease
- work-related drug and alcohol use
- risks associated with working in the sun and in the heat
- identifying, managing and preventing mental health issues and workplace bullying
- maintaining general health, safety and well-being.

Ongoing support for high risk licensing, generic and site induction training and workplace health and safety training, as well as support for the industry to meet new licensing and technical standards, was also considered by stakeholders as an important role for CSQ.

Theme 3
Building business capability

A theme that emerged during consultations was that small businesses in the sector train to meet licensing requirements but not to remain competitive – the perennial statement that they are too busy working in their business rather than working on their business holds true.

Given that the construction industry has one of the largest proportions of small businesses of all industries and that small and medium enterprises (SMEs) are also the largest employers of apprentices and trainees, their survival and future success for the industry is vital.

Specific SME capability opportunities identified during consultation included:

- knowledge to keep pace with legislation, regulations, standards and codes
- helping SMEs understand their data needs and building their digital skills, particularly supporting their understanding of cloud technologies and platforms that they need to be aware of to support the adoption of BIM and other data based technologies
- assistance with estimating, quoting, tendering, contract management and business management
- general life skills including budgeting and mentoring especially for new business operators
- growing Indigenous business capability, particularly to take advantage of local content and Indigenous engagement requirement in the State Procurement Policy.

Theme 4
Regulatory settings and public procurement

Changes to legislation, regulation, building codes, government procurement policies and industrial settings was a topic that generated a lot of discussion within the industry, specifically in terms of the broad-reaching and potentially structural impact on the industry.

From a skills perspective, this issue is manifesting in terms of:

- small business capability and capacity including a lack of understanding of regulatory and policy changes and what this means for their business
- financial skills deficits
- small local business capacity to participate and take up opportunities arising from local content requirements linked to public infrastructure investment
- Indigenous small business capacity and capability to participate
- the need to develop workers' and businesses' digital skills and capability.

Theme 5
The "two-speed" industry

As we have long known, what gets built and where it gets built has an indelible and instant effect on the skills and workforce composition needed in the industry.

The activity features of the industry that are having a distinct impact at present and have been highlighted in our Industry Outlook are:

- the emergence of major projects in the South-East corner and in regional locations
- cyclone repair and recovery work in North Queensland
- the shift in activity away from residential work to civil work.

The effects of these changes in activity were reported throughout consultations and included:

- local industry workforce capability and availability, including labour and skilled worker shortages
- the lack of availability of local trainers and RTO capacity in some regions as constraints to skilling
- the shift to civil work does not readily translate to transferable skills and therefore job opportunities for residential construction workers.

Theme 6
Continuing Professional Development (CPD)

A number of regulators in Queensland are currently exploring options to introduce CPD systems for licensees which will offer the opportunity to address a range of skills development opportunities linked to technical skills, financial skills, small business capability, and safety.

CPD was seen by many stakeholders as a critical ingredient in building skills in the industry, preparing the industry for change and shifting consumer confidence in trades.

CSQ will work closely with designers of CPD systems to lend our data, market intelligence and expertise to help shape CPD and inform potential future investment strategies from CSQ that can complement and support CPD.

The initiatives and programs in this year's ATP provide, in part, a response to the issues raised during consultations and our ongoing partnerships with industry and government to provide a vehicle to continue to progress issues that are important to the current and future industry workforce.

The initiatives and programs in this year's ATP provide, in part, a response to the issues raised during consultations and our ongoing partnerships with industry

04
Our partnerships

CSQ's partnerships have been developed over time through continued engagement, consultation and collaboration and a commitment to the shared responsibility of all partners in ensuring the building and construction industry has the skills it needs now and into the future.

Our ability to ensure that the Queensland's building and construction industry has access to the training and skills it needs relies on these strong partnerships with both industry, unions and government.

Our partnerships with industry

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

In 2019-20, CSQ will utilise existing networks, partnerships and channels to:

- provide objective information to the industry
- seek industry views, advice and feedback on policies, programs and services that affect them directly or in which they have a significant interest
- formulate responsive and effective solutions to workforce skilling issues

CSQ will continue its partnership with industry in 2019-20 to:

- connect with industry to identify their goals and aspirations
- promote the value of training and workforce development
- continually consult, test ideas and collaborate on workforce development initiatives
- share information, insights and learnings
- identify opportunities to actively promote the industry, including sharing good news stories and recognising excellence in businesses and individuals
- shape discussions around how employers, sectors and regions attract, develop and retain their workforce now and into the future
- support safe, inclusive and sustainable workplaces
- build and maintain a regional connection with the industry.

CSQ's industry partners include industry bodies, employer associations, unions, large volume residential builders, tier 1, tier 2 and tier 3 building and construction contractors (and their workforce and subcontractors) and other industry organisations with a stake in workforce skilling.

Our partnership with government

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

In 2019-20, CSQ will continue its partnership with the Queensland Department of Employment, Small Business and Training (DESBT) to:

- administer the Queensland Government Building and Construction Training Policy (Training Policy) as a means of contributing towards increasing apprenticeships, traineeships and skills development in the building and construction industry
- deliver the Civil Construction Training program under a co-investment model
- deliver the Building and Construction Gateway to Industry Schools program
- provide intelligence on building and construction industry skills and investment priorities.

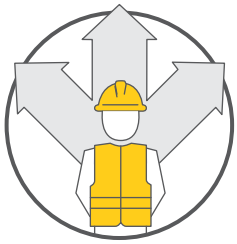
CSQ will also continue to focus on work with a range of government agencies under Memoranda of Understanding (MOUs) including, as examples, the Cross River Rail Delivery Authority (CRRDA), the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP), the Queensland Building and Construction Commission (QBCC), the Office of the Training Ombudsman (OTO), and the Australian Skills Quality Authority (ASQA).

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

CSQ will also continue its positive working relationships with other state and federal government agencies that have a stake in ensuring a skilled workforce for the industry.

05
CSQ's priorities

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



Attract

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



Develop

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



Retain

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

Attract

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

The building and construction industry relies on a steady flow of new entrants in order to ensure the continual supply of new workers to meet workforce demand.

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

CSQ recognises that the industry has a strong preference for new entrants into the industry that are the "right fit" for the job and have had some work experience in the industry to understand what it means to work and have a career in construction. In response to this message, CSQ's programs under the Attract pillar provide participants with access to work experience and structured workplace learning opportunities to ensure they are job-ready.

The building and construction industry has also recognised the benefits of having a workforce that reflects the gender, ethnicity, and cultural mix of its wider community. With this in mind, CSQ will continue to work with industry and other stakeholders to facilitate and encourage an environment in the industry that values and utilises the contributions of people from diverse backgrounds, experiences and perspectives. It is important that the industry attracts entrants from a broad range of backgrounds including women, mature-aged and Indigenous people and provides a range of pathways into the industry to meet the varying talents and needs of these individuals.

In 2019-20, CSQ will continue to build on its partnerships with industry, the schooling, vocational education and training (VET) and tertiary sectors, and other stakeholders to:

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

Develop

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

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

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

Queensland's building and construction sector is characterised by having a large proportion of operators that are SMEs. A new Small Business Program introduced in 2019-20 will provide opportunities for CSQ to have an impact on building the capability and capacity of our SMEs.

CSQ also recognises that the creation of industry-wide and firm level safety culture relies on strong leadership from CEOs and managers. At the same time, workers need to know what to do and how to do work and act safely for themselves, their co-workers and contractors, and for consumers and the wider community.

Increasingly, all involved in the industry need to consciously and continuously maintain, improve and expand their knowledge and skills about safety, particularly in consideration of the ongoing changes in technologies, products, accepted best practice, and regulatory requirements.

Investing in creating safe workplaces delivers short, medium and longer term benefits to the industry that, among many others, include having a healthier, more engaged and productive workforce, improved corporate image/social responsibility, increased business productivity and reduced workers' compensation costs.

CSQ has added a new short courses program this year with a specific focus on safety to reflect the importance of creating a healthy and safe industry.

Retain

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

CSQ will continue to assist the industry keep talented workers in the industry to ensure that skilling and workforce needs are maintained.

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

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

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

We also know that today's apprentices are tomorrow's skilled trade workers. Apprentices help ensure the competitiveness, productivity and sustainability of the industry in Queensland. That is why the importance of apprentices to the future of Queensland's construction industry cannot be underestimated.

Our research[1] has revealed that although the apprenticeship system has been, on balance, supplying the number of new tradespeople the industry needs, there are variants at local, regional and occupational levels and completion rates among female and Indigenous apprentices and trainees has remained low, naturally exacerbated by relatively low entry rates.

CSQ will continue to focus attention on opportunities to improve completion rates in Queensland, particularly in regional areas, in high-demand occupations, and for diversity target groups.

[1] CSQ Apprentice Annual 2018

06
Annual Training Plan budget for 2019-20

Table 1 provides a summary of the 2019-20 budget for services, programs and other expenditure to support the operations of CSQ.

Over $37 million will be allocated to support building and construction training and workforce development in 2019-20.

Table 1 - Annual Training Plan budget summary (2019-20)

Attract	
Career Pathways	$550,000
Trade Start (General and Civil)	$700,000
Trade Ready	$500,000
Develop	
Skills Assessment and Gap Training (SAGT) - General	$3,000,000
Higher Level Skills (HLS) – General	$4,500,000
Short Courses – General	$3,500,000
Short Courses – Safety	$2,000,000
Civil Construction Training[1] (SAGT Civil, HLS Civil, & Short Courses Civil)	$4,800,000
Major Projects Training	$2,000,000
Construction Futures	$700,000
Diversity	$750,000
Small Business Program	$400,000
Retain	
Industry Skills Coordination	$3,000,000
Industry Corporate Social Responsibility	$350,000
Mental Health and Suicide Prevention Program	$500,000
Apprentice Advance+ Program	$3,000,000
Industry Services	
Policy, Performance, Evidence and Data and Industry Engagement	$3,900,000
Corporate and Support Services	
Marketing and Communications	$2,000,000
Finance and Administration [2]	$800,000
QLeave Levy Administration Fee	$660,000
TOTAL	**$37,610,000**

[1] The budget for CSQ's Civil Construction Training under the Develop pillar in the above table represents CSQ's investment. It should be noted that this CSQ's Civil Construction Training program will be delivered in partnership with the Queensland Department of Employment, Small Business and Training (DESBT) under a co-investment model, with the government contributing an additional **$2.9** million.

[2] The budget allocation of $800,000 for Finance and Administration represents a contribution towards corporate costs with remaining costs offset by investment earnings.




A12

07
2019-20 programs and services

Attract

Career Pathways
Investment: $550,000

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

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

CSQ's Career Pathways programs and services will:

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

Trade Start
Investment: $700,000

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

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

Trade Start is a pre-employment program designed to attract those individuals interested in building and construction who are not currently in school or part of the industry and would like to be.

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

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

CSQ's continued investment in Trade Start responds to industry's feedback that new entrants to the industry need to hold more than just a Certificate I or II qualification – that they need to be the right fit and have had some real life experience in the industry on a work site before making a career choice. The Trade Start program helps do that.

Trade Ready
Investment: $500,000

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

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

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

This program has built on the successes of Trade Start by offering job readiness and work preparation, green skills, life skills, and selected construction competencies, combined with valuable industry-led work experience.

Develop

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

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

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

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

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

Higher Level Skills – General Construction Investment: $4,500,000

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

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

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

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

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

Short Courses – General Investment: $3,500,000

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

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

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

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

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

Short Courses – Safety Investment: $2,000,000

Aim: To create safer and healthier workplaces through awareness and training for eligible new entrants and existing workers in the building and construction industry in Queensland.

CSQ recognises that each and every worker in Queensland's building and construction industry has the responsibility for building and proactively maintaining safer and healthier workplaces and practices. CSQ also recognises that the creation of a positive industry-wide and organisational level safety culture relies on strong leadership from CEOs and managers. At the same time, workers need to know what to do and how to do that safely for themselves, their co-workers and contractors, and for consumers and the wider community.

CSQ will introduce a new program in 2019-20 to fund the delivery of awareness, education and preventative training associated with:

- working with silica
- asbestos identification, handling, disposal and management
- maintaining water systems to prevent legionnaires disease
- risks associated with working in the sun and in the heat
- operating high risk equipment
- generic induction training
- workplace health and safety (WHS) training to support WHS identifying, managing and preventing mental health issues and workplace bullying
- maintaining general health, safety and well-being.

CSQ will provide funding to RTOs and other industry leaders in relevant disciplines to deliver safety training and awareness and education to workers in the industry.

Civil Construction Training Investment: $4,800,000

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

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

The Civil Construction Training program includes:

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

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

Major Projects Training Investment: $2,000,000

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

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

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

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

Construction Futures Investment: $700,000

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

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

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

These projects will:

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

We also want to support future industry leaders who are passionate about construction and will shine a light on the future path for the industry. CSQ will identify opportunities to support future leaders through further education, training, career development and professional development placements and experiences.

Diversity
Investment: $750,000

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

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

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

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

- Indigenous people
- Women
- Mature aged persons (over 45 years).

Our approach to diversity includes:

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

Small Business Program (New)
Investment $400,000

Aim: To increase the capability and capacity of small construction business through training and support.

Small businesses are the backbone of Queensland's building and construction industry. They create jobs, employ apprentices and trainees, provide a supply chain of skilled workers to meet the demands of larger projects, and support economic growth and regional development. It is important for CSQ to support small businesses to ensure they grow, survive and prosper.

To increase their operational and economic sustainability, a series of multi-pronged, tailored strategies are needed to support small firms in Queensland's building and construction sector.

CSQ will introduce a new small business initiative in 2019-20 that will trial approaches ranging from education and training to business mentoring as a means of delivering industry-tailored skills and support services to our small and medium construction businesses. This initiative will invest in opportunities to build small business capacity and capability, particularly in areas that the industry has said they need help in, including:

- estimating, tendering, quoting and contract management
- marketing and business development
- financial and budgeting skills
- digital skills
- negotiation and conflict resolution
- knowledge to comply with legislation, regulations, standards and codes.

This year's investment will allow CSQ to test which small business interventions have the greatest impact and can be expanded in subsequent years to continue to grow small construction businesses.

Retain

Industry Skills Coordination Investment: $3,000,000

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

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

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

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

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

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

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

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

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

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

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

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

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

CSQ will partner with registered charities and not-for-profit organisations that have a demonstrated commitment and history of working with building and construction workers in Queensland to provide safe workplaces and improve the health and well-being of building and construction workers.

Mental Health Suicide Prevention Program Investment: $500,000

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

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

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

CSQ will invest with partners to deliver suicide prevention and mental health initiatives to the building and construction industry.

Apprentice Advance+ Program Investment: $3,000,000

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

Apprentices and trainees are the bloodline of the industry's future and we want to make sure that apprentice and trainee completion rates continue to improve. As an industry, we need to aspire to a greater level of apprentice completion rates to make sure we have a skilled workforce that can continue to meet Queensland's future construction needs.

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

CSQ will also look to offer free[2] training to eligible apprentices and trainees in the first year following the completion of their apprenticeship/traineeship to support their successful transition to tradesperson, licensee and business owner.

[2] Free means that CSQ will cover the full cost of training (as set by CSQ) so that eligible participants do not pay training fees. NB. participants may incur related costs to undertake training such as uniforms and equipment, travel and /or accommodation costs to attend training, text books and other study materials, and parking or transport costs (to attend training).

Industry Services Investment: $3,900,000

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

- informing, consulting and collaborating in a variety of ways using a one-to-many engagement approach that extends the reach of CSQ across Queensland's building and construction industry
- establishing CSQ as the thought leader for stakeholders to engage with on matters pertaining to training and skills, policy and innovation in construction
- leading industry's response and position on matters relating to skilling and workforce development, including ensuring, through liaison, submissions, and other channels, that training products and government skills policy and training investment reflects the needs of the Queensland building and construction industry
- coordinating CSQ's involvement in enterprise and industry development projects
- consulting, testing ideas and collaborating on workforce planning and development initiatives
- sharing information, insights and learnings
- listening to industry's skilling aspirations, issues and concerns
- linking and connecting stakeholders in meaningful ways to shape industry skilling responses
- facilitating discussions around how employers, sectors and regions attract, develop and retain their workforce
- building and maintaining a regional connection with the industry through regular in-area consultation, event attendance, meetings and conversations.

In 2019-20, key priorities will include:

- producing CSQ's Annual Training Plan and the suite of operational publications
- producing CSQ's annual suite of publications
- delivering research in partnership with UDIA, CSIRO and QBCC
- undertaking key program evaluation
- attending and presenting at industry roadshows, key regional and industry events
- delivering key programs:
  - Major Projects Training
  - Industry Skills Coordination
  - Gateway to Industry Schools
  - Diversity
  - Try'a Trade
- leading key workforce planning projects associated with significant projects such as Cross River Rail, Queen's Wharf, North Queensland Stadium.

Corporate, Support Services and Marketing and Communications Investment: $3,460,000

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

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

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

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

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

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

Key marketing and communications priorities in 2019-20 include:

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



How to get involved

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

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/mycsq

Construction Skills Queensland

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