BUILDING A SKILLED WORKFORCE FOR THE FUTURE.

Annual Training Plan

2020-21
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Foreword from the Chair

The launch of the Annual Training Plan (ATP) for Construction Skills Queensland (CSQ) is a major milestone in our training calendar year.

It provides an opportunity to recognise the substantial training outcomes achieved over the past 12 months, and to look forward to supporting a whole range of new projects, businesses and individuals in the next year.

Unfortunately, the as-yet unknowable economic damage from COVID-19 means this ATP has been published at a time of much concern surrounding the impacts on the industry.

The monetary value of this year’s ATP, at $42 million, has increased by 12 per cent from last year. This will allow us to extend and further develop various programs that were launched last year and to tailor some very specific training responses to the challenges resulting from COVID-19.

Last year’s training plan had a special focus on small business and apprentices. The 2020-21 Annual Training Plan features increased investment in both of these areas.

Our small business program has increased by $600,000 to total $1 million. This change reflects the underlying success of the program and the importance of supporting small business with suitable training and development during COVID-19.

The Apprentice Advance+ program has received a $1 million increase from last year and will now deliver $4 million in critical training support for apprentices.

We have achieved wonderful results through our Short Courses General and Safety program, investing in initiatives to improve the skills, health and safety of building and construction workers across Queensland.

Programs such as our mental health program have recorded increased reach, particularly into regional Queensland. A further $500,000 investment boosts this year’s program value to $1 million, to help create a response to expected financial difficulty and job losses.

Creating healthy and safe workplaces will remain a key priority. Education, awareness and specific training not only mitigates risk but, importantly, protects workers and improves productivity. Our sustained commitment to safety awareness and preventative training is reflected in our 2020-21 investment.

The 2020-21 ATP continues to support strategic opportunities to ensure the industry has a growing diverse workforce. It is gratifying to see the results that are being achieved in this area. CSQ has recorded great outcomes with the development of Indigenous Workforce Plans for Cape York/Torres Strait, Logan and North West/Mt Isa, for example.

This year’s ATP will ensure that we are maintaining our commitment to diversity and strengthening skilling and employment opportunities within the building and construction industry, especially for women, mature-aged and Indigenous workers.

As we progress through the unchartered territory of economic recovery that lies ahead, CSQ’s role of supporting the industry has never been more critical. We look forward to defining a response package to help all members of this great industry recover and grow.

Michael Kinnane
Chair
Each year, CSQ undertakes the significant task of developing a training investment plan for Queensland to support a known pipeline of construction work, while also stimulating and encouraging training in the industry generally.

At the time of publishing this ATP, we are in an unprecedented position due to the impacts of COVID-19 being unknown.

Undeniably, the Queensland construction industry will be challenged by this once-in-a-lifetime global event. The scale and nature of these impacts will become clearer in the coming months and CSQ will be ready to build a training response, working with our industry partners to meet the changing landscape and needs of our industry.

Training must continue if we are to maintain a skilled and ready workforce now and into the future.

The 2020-21 ATP details a dynamic package of investment for a complex and multi-faceted training task. We understand that the industry is constantly evolving and that training products and delivery methods must change too.

This year’s training investment responds particularly to the shift into civil and infrastructure activity which has continued to grow from last year and will provide a significant forward book of work across Queensland.

As a business, CSQ always has a line of sight to the next horizon with the goal of staying ahead with our strategies and operations. For example, digitisation of commerce continues to escalate and we are looking at preparing for CSQ to be a digital business, and what that means to the building and construction industry.

It is important that our training subsidy model remains relevant and dynamic. We recently conducted a price review of all CSQ subsidised courses to determine if subsidy adjustments were required and this will inform our new contracts for 2020-21.

Our planning will benefit from inbuilt flexibility in our processes and our ties with industry partners, so that Queensland’s building and construction workforce will be ready for the next chapter.

Brett Schimming
Chief Executive Officer
The circumstances under which CSQ is developing the 2020-21 ATP are unprecedented. The health and economic challenges facing us extend from the far corners of Queensland to all corners of the globe. It is a requirement that we develop an annual training plan by the end of April each year. This helps to ensure that CSQ is operating transparently, that we listen to industry and evolve and adapt accordingly.

However this year we already see that building and construction supply chains are disrupted. Economic forecasts are being downgraded regularly and all levels of government are developing response packages. In this context our ATP represents what we know at an uncertain point in time.

CSQ expects this year’s ATP, more so than in the past, to be a living document. The ATP will adapt, evolve and flex with changes: in our industry; across Queensland; and those impacting the national and international stage. We will continue to work with industry, government, our RTOs and building and construction businesses, both large and small, to provide nimble, targeted and innovative training.

2020-21 will be a journey. CSQ is committed to working with integrity and openness across what will be a challenging year. Our development mindset, outlined below, will guide response actions and activities across the year.

**The year ahead**

CSQ will work with industry to develop a COVID response package and adjust our programs and services as needed.
1 Supporting skills and industry

CSQ invests in services and programs that directly support education and training for the Queensland building and construction industry. The Annual Training Plan (ATP) outlines priorities for investment in education, training and development programs.

We aim to:
- inform, inspire and provide pathways for people to join the building and construction industry
- provide training solutions and leverage investment in skills to increase the capability of the existing workforce
- help the sector to develop strategies to keep talented people in the industry.

The Building and Construction Industry Training Fund (BCITF)

CSQ is an independent, not-for-profit, industry-funded body supporting employers, workers, apprentices, trainees and career seekers in the building and construction industry.

The Building and Construction Industry Training Levy (the levy) is a statutory training levy established under the Building and Construction Industry (Portable Long Service Leave) Act 1991 (Qld). BCITF (Qld) Limited (“Company”) acts as the corporate trustee of the Building and Construction Industry Training Fund (Qld) (“Trust”) and trades as Construction Skills Queensland (CSQ).

The levy is payable on all building and construction work in Queensland where the total cost of work, whether direct or indirect, is $150,000 or more, 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 by QLeave on behalf of the Trust under an agency agreement.
CSQ develops and adapts the ATP consultatively and considers the emerging and changing needs of Queensland’s building and construction industry. This includes consideration of broader impacts on construction such as economic conditions, employment trends, environmental factors, changes to government policy, regulation or legislation, and external influences such as advances in technology.

The CSQ method and approach to identifying industry issues and skills needs focuses on:

- A place-based approach to engaging with industry stakeholders across regional Queensland to identify key local industry issues, skills and training needs, and gathering intelligence on how stakeholders want issues and needs addressed.

- Robust and strategic research methodologies that provide CSQ with higher level and wider perspectives on existing and emerging industry issues and needs.

- Analysis of the magnitude, frequency, distribution and cause of skills gaps in the industry. This assists CSQ in determining appropriate strategies to address the industry skills supply issues. Ongoing program evaluation findings further inform opportunities for improvements to existing programs and services as well as identifying opportunities for new and innovative offerings that respond to changing industry and workforce needs.

- Leading 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.

CSQ fosters, promotes, encourages, advances and assists in the acquisition and enhancement of the knowledge, skills, training and education of persons employed in the Queensland building and construction industry.
The COVID-19 pandemic has reverberated throughout the global economy. Travel restrictions have curtailed demand in key industries, including tourism, retail and education, while also disrupting supply chains. As a result, business and consumer confidence has fallen sharply alongside financial markets.

CSQ’s forecasts and projections for 2020-21 were prepared prior to the full severity of the coronavirus pandemic being known, and therefore do not capture its probable effects on industry activity. For this reason, we have chosen not to publish our regular Industry Outlook this year.

What we can say is that the impacts of coronavirus on Queensland’s construction industry will be significant. The immediate effects have been felt most acutely in the supply chain. Initially, this meant difficulties in sourcing key material inputs. Looking forward, labour supply will come under increasing pressure from social distancing measures and illness. Private investment is likely to fall back sharply as both businesses and households delay investment in the face of reduced incomes and increased uncertainty.

It is now widely acknowledged that Australia is at high risk of entering a recession in 2020. Queensland’s construction industry is particularly vulnerable at this point to any significant economic contraction. Even before the coronavirus emerged, Queensland construction workers and businesses were facing challenging conditions. Insolvencies in the industry were already rising and some large builders entered administration over the last 18 months. Many sub-contractors were left short on payments.

These conditions were the result of a significant pull-back in private investment across the building and heavy engineering sectors. Total construction activity fell more than $4 billion over the course of 2019. It was encouraging to see the public sector substantially increase its own spending, but it was not enough to offset all of this private disinvestment.

The coronavirus thus arrives at a time of weakness in the natural construction business cycle. That said, the economic impacts of coronavirus are likely to be temporary. As the virus subsides through 2020, there is good reason to be optimistic about the rebound next year.

2021 was already shaping as a strong year for the Australian economy, with several possible tailwinds converging:
- the ending of the drought
- stimulus from bushfire recovery efforts
- tax cuts
- interest rates and other monetary easing
- house price recovery and a rebound in lending.

We can now add the stimulating effects of a coronavirus recovery in 2021 to this list. Combined with the government’s direct support to businesses and households, a return to normal levels of international and domestic trade will give a significant boost to growth. A further surge in activity may also flow as markets rush to satisfy pent-up demand. The construction industry will be a key beneficiary as deferred investment quickly comes back online.

The critical challenge ahead is to ensure the workforce remains ready and capable for when the rebound arrives. The underlying condition of the construction workforce and apprenticeship system remains strong. Employment in the industry has remained high over the last few years and an ample supply of new apprentices continues to be trained to meet the future needs of the industry.

Even before the coronavirus emerged, Queensland construction workers and businesses were facing challenging conditions.
Year-round statewide consultation forms part of CSQ’s operating rhythm. Industry consultation ensures timely, relevant feedback to inform and shape programs and services outlined in the ATP.

CSQ’s approach to stakeholder consultation and engagement for the development of the 2020-21 ATP used three key approaches.

1. ONGOING

With key employee and employer associations, major contractors and key employers, small and medium sized employers, regional stakeholders and industry leaders

2. YEAR ROUND

With RTOs, charities and other groups delivering our programs

3. TARGETED

Regional industry forums through January to March, to seek views and feedback to ensure that CSQ’s policies, programs and services maintain relevance across industry sectors and regions

Synthesis and analysis from the consultation processes highlights four continuing key themes, and a fifth and sixth theme that are evolving or emerging.

Theme 1 | Healthy and safe workplaces

Theme 2 | Building business capability

Theme 3 | Regulatory settings and public procurement

Theme 4 | The “two-speed” industry

Theme 5 | Continuing Professional Development (CPD)

Theme 6 | Emerging
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.

A continuing theme 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.

The building and construction industry has one of the largest proportions of small businesses across industry. Small and medium enterprises (SMEs) are also the largest employers of apprentices and trainees, as such future success and support is vital.

CSQ led a targeted engagement campaign from October 2019 through March 2020, focused on better understanding the skills and education requirements, and training intervention preferences of small and micro businesses.

Specific SME capability opportunities identified during consultation included:

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

Businesses consulted through the campaign showed a clear preference for local solutions, delivered in face-to-face sessions, of no longer than 2 hours at a time. There was some appetite for online education, provided it is contextualised to, and meets the needs of, the building and construction industry.
Theme 3 | Regulatory settings and public procurement

Changes to legislation, regulation, building codes, government procurement policies and industrial settings continue to be of importance within the industry, specifically in terms of the broad-reaching and potentially structural impact on the industry.

From a skills and education 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 business
- financial skills deficits
- small local business capacity to participate and take up opportunities arising from local content requirements linked to public infrastructure investment, and the opportunity to tender smaller trade packages to enable broader local business participation in major projects
- Indigenous small business capacity and capability to participate
- the need to develop workers’ and businesses’ digital skills and capability.

Theme 4 | 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 are:

- the emergence and continuation of major projects in the South East corner and in regional locations
- an increase in public sector spending helping to offset a reduction in private construction investment
- impact of coronavirus and bushfires (see also Theme 6).

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

- local industry workforce capability and availability, including labour and skilled worker shortages
- challenges identifying quality new entrants for the industry, particularly in specific areas of regional Queensland
- 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 5 | Continuing Professional Development (CPD)

CPD offers the opportunity to address a range of skills development opportunities linked to technical skills, financial skills, small business capability, and safety. Regulators in Queensland continue to explore options to introduce CPD systems for licensees.

CPD is increasingly seen as a critical ingredient in building skills in the industry and as a way to prepare 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.

Theme 6 | Emerging

Australia is facing domestic and international challenges. The building and construction industry is not immune. Following severe bushfires in the southern states, and to a lesser extent, Queensland, recovery and reconstruction efforts will have impacts on labour supply and the skills needed to build to new resilience standards. While Queensland is less impacted, there is a risk of labour movement to the recovering areas. Another risk presents in the emergence of coronavirus. The coronavirus will have severe impacts. Early effects on the building and construction industry are being felt in the supply chain through reduced access to materials as imports from China dwindle. Direct workforce health impacts and stock market volatility effects will impact the industry.

In the policy space there are a range of reviews and changes designed to make the vocational education and training system easier to navigate and easier to access. Within building and construction in Queensland we are seeing increasing interest in and development of non-accredited training, particularly by enterprises identifying gaps in national training packages. This type of training provides flexibility, meets immediate need and can form part of corrective actions targeted to keep the workforce safe.

The intersection between VET and higher education continues to be an area of attention for policy makers. Our industry is contemplating the skills needs of the future and the potential role for embedded, vocationally oriented higher education with a strong focus on building deep practical understanding of the sector, as occupations continue to merge between traditional blue and white collar settings.

Technology will drive changes in building and construction and the educational responses needed. We are seeing regular drone usage, increased use of and interest in Building Information Modelling (BIM), prefabrication and robotic labour technologies, and the rise of technologies such as virtual reality applied as training support tools. Preparing the industry to embrace a future full of significant change and disruption from automation is a key focus of CSQ’s research efforts and reshaping of education and training delivery.
Our relationships

CSQ’s relationships with industry, government, unions and other organisations have developed through deep engagement and a commitment to ensuring the building and construction industry has timely access to relevant training to skill and reskill the sector’s existing and future workforce.

Working with industry

CSQ works proactively with a range of industry entities including industry bodies, employer associations, unions, large volume residential builders, tier 1, tier 2 and tier 3 building and construction contractors (including workforce and subcontractors) and other industry organisations with a stake in workforce skilling.

In 2020-21 CSQ will continue to:

• **Connect** | with industry to identify their goals and aspirations
• **Promote** | the value of training and workforce development
• **Consult** | test ideas and collaborate on workforce development initiatives
• **Share** | information, insights and learnings
• **Identify** | opportunities to recognise 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.

Working with government

CSQ works closely with all levels of government to deliver complementary and targeted services to the building and construction industry. In 2020-21, CSQ will work with the Queensland Department of Employment, Small Business and Training (DESBT) to:

• 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
• gain timely access to relevant developments being progressed by DESBT in VET policies, programs, and initiatives relating to Queensland’s building and construction industry.

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

These MOUs help 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 continue its positive working relationships with other state and federal government agencies that have a stake in ensuring a skilled workforce for the industry.
Delivering through Registered Training Organisations (RTOs) and other suppliers

CSQ programs are delivered by over 100 RTOs in all regions across Queensland, providing both breadth and depth of programs and offerings. This is complemented by working relationships with a range of other organisations.

In 2020-21, as in previous years, CSQ will:
• run information sessions for suppliers across Queensland
• proactively address emerging issues and share information through group sessions, one-on-one face to face sessions, and on-line (e.g. webinars and telephone calls)
• run supplementary education and development sessions for suppliers that have a contract with CSQ to ensure industry needs are met and continuing compliance is achieved.

Introduced in 2019-20, this year will continue with regional loadings of an additional 25% and a remote loading of 50% to assist with training delivery outside South-East Queensland (SEQ) metropolitan areas.

CSQ connects, facilitates, influences and informs the industry on skills and workforce development issues. We work with issues of key importance for our partners businesses, members and provide reach and insight across regional Queensland.
CSQ’s programs and services focus on three key pillars 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.**

In 2020-21 the Attract pillar has a budget of $1.680 million. Under this pillar CSQ seeks to attract a diverse range of new entrants to the building and construction industry. This helps meet the changing skills needs of the industry and address natural attrition. In delivering the Attract programs CSQ works to meet need across each Queensland region and all subsectors of the construction and building industry.

In 2020-21, CSQ will continue to build on its partnerships with industry, a range of education and training providers, along with a range of 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 and understand pathway options
- provide opportunities to test working in the industry
- frontload new entrants with training and experience that supports a career in building and construction.
Develop

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

In 2020-21, the Develop pillar is $23.8 million, representing over half (57%) of the ATP budget. Highlights include additional funding for the Small Business program, Short Courses general and safety, Civil construction training; and Higher level skills.

Under the Develop pillar CSQ invests levy funds to increase the capability of the existing building and construction workforce. This is achieved through a range of programs that up-skill, re-skill and cross-skill workers. Participants gain skills that support job requirements and career progression.

In 2020-21 CSQ will:
• combine and increase funding for Short Courses general and safety
• continue to invest in Registered Trade Skills Pathway
• continue to build working relationships that directly result in training for employees of principal and subcontractors working on identified major projects
• continue to embed Workplace Diversity within all CSQ programs and services.

Retain

Helping keep talented people in the building and construction industry.

In 2020-21 the Retain pillar has a budget of $9.15 million and features increased funding to the Industry Skills Coordination Program to expand further into the residential building sector, and additional funding to support fully subsidised training in our Apprentice Advance+ program.

The Retain pillar has programs and services that support continued employment and retention of workers in the industry. We will assist the building and construction industry to retain existing workers through:
• supporting and fostering 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 foster health and well-being
• identifying alternate work opportunities in the industry, and skilling as necessary, workers in transition due to diminished physical capacity, age, or other issues.

In 2020-21 continuing focus areas are:
• Industry Skills Coordination Program
• Apprentice Advance+ Program
• Mental Health and Suicide Prevention Program
• Industry Corporate Social Responsibility.
6 Planned investment 2020-21

$42 million will be allocated to support building and construction training and workforce development in 2020-21. Table 1 provides a summary of the 2020-21 budget for services, programs and other expenditure to support the operations of CSQ.

### Table 1 - Annual Training Plan budget summary (2020-21)

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attract</strong></td>
<td></td>
</tr>
<tr>
<td>Career Pathways</td>
<td>$480,000</td>
</tr>
<tr>
<td>Trade Start (General and Civil)</td>
<td>$700,000</td>
</tr>
<tr>
<td>Trade Ready</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Develop</strong></td>
<td></td>
</tr>
<tr>
<td>Skills Assessment and Gap Training (SAGT) - General</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Higher Level Skills (HLS) – General</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Short Courses – General including safety</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>Civil Construction Training(^1) (SAGT Civil, HLS Civil, &amp; Short Courses)</td>
<td>$5,800,000</td>
</tr>
<tr>
<td>Major Projects Training</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Registered Trade Skills Pathways</td>
<td>$500,000</td>
</tr>
<tr>
<td>Diversity</td>
<td>$500,000</td>
</tr>
<tr>
<td>Small Business Program</td>
<td>$1,000,000</td>
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<tr>
<td><strong>Retain</strong></td>
<td></td>
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<tr>
<td>Industry Skills Coordination</td>
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</tr>
<tr>
<td>Apprentice Advance+ Program</td>
<td>$4,000,000</td>
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<tr>
<td>Industry Corporate Social Responsibility</td>
<td>$150,000</td>
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<tr>
<td>Mental Health and Suicide Prevention Program</td>
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<tr>
<td><strong>Industry Services</strong></td>
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<tr>
<td>Policy, Performance, Evidence and Data and Industry Engagement</td>
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<tr>
<td><strong>Corporate and Support Services</strong></td>
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<tr>
<td>Marketing and Communications</td>
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<tr>
<td>Finance and Administration(^2)</td>
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<td>QLeave Levy Administration Fee</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$42,000,000</strong></td>
</tr>
</tbody>
</table>

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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 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.

2 The budget allocation of $800,000 for Finance and Administration represents a contribution towards corporate costs with remaining costs offset by investment earnings.
2020-21 programs and services

Attract | 2020-21 programs and services

Career Pathways
$480,000

Providing career seekers with information, experience and skills | Providing industry with well-informed, job-ready entrants

Career Pathways integrates programs and services to inspire, inform and provide pathways for talented and motivated people to join or re-enter the building and construction industry.

CSQ’s Career Pathways programs and services will:
• provide easy access to trusted industry information and expertise to help career seekers and employers navigate career options, programs and training for the building and construction industry
• enable people interested in careers in building and construction to sample, test, and try out working in the industry
• provide foundation skills and experiences for a career in the industry.

Try’a Trade
Gateway to Industry Schools program

Trade Start | General and Civil | $700,000

Providing the building and construction industry with job-ready individuals

Trade Start is a pre-employment program designed to attract individuals interested in building and construction who are not currently in school or part of the industry. Trade Start has two main components:
• funding eligible RTOs to deliver entry-level qualifications (e.g. a Certificate I in Construction or a Certificate II in Resources and Infrastructure Work Preparation), life skills training, structured workplace learning; and competencies in green building skills, and in working safely.
• using 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.

Continued investment in Trade Start responds to industry feedback that new entrants need to hold more than a Certificate I or II qualification – that they need to be the right fit, have ‘real life’ experience in the industry on a work site before making a career choice. The Trade Start program helps deliver this.

RTO delivered training
Workplace learning
Trade Ready
$500,000

Improving job readiness for individuals who may have previously completed an entry level qualification, such as Certificate I in Construction or Certificate II in Resources and Infrastructure Work Preparation

Trade Ready is a pre-employment program for participants who would benefit from job readiness skills and work exposure to assist transition into the building and construction industry. Participants may have previously completed a CPC10111 Certificate I in Construction or RII20115 Certificate II in Resources and Infrastructure Work Preparation through a VET in Schools or alternate pathway. It provides participants with a better understanding of building and construction work and employers with work ready individuals.

In 2020-21 this program will provide:

- accredited training
- life skills program
- Structured Workplace Learning (SWL)
- Ready for Work kits

Workforce learning
RTO delivered training
Develop | 2020-21 programs and services

Short Courses | General Construction including safety $6,000,000

Providing workers in the building and construction industry with flexible training responses to meet identified skills needs and support safety

The Short Courses program meets industry demand and need for shorter, flexible and targeted training and skills sets. These courses help the workforce to keep pace with the changing nature of work, enhance individual efficiency and business productivity.

In 2020-21 CSQ continues to focus investment in Short Courses in two areas: general construction and safety.

General construction short courses provide funding to eligible RTOs for up-skilling and cross-skilling training. This training focuses on adapting to licensing and regulatory changes as well as changing job requirements caused by new products, processes, methodologies, consumer demands and technologies. This program may also assist continuing professional development (CPD).

Safety short courses recognise that every worker in Queensland’s building and construction industry has responsibility for proactively creating and maintaining safer and healthier workplaces and practices. In 2020-21 CSQ continues to support training and awareness for:

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

Higher Level Skills | General Construction $5,000,000

Providing higher-level certificate and diploma qualifications to workers in building and construction

The Higher Level Skills | General Construction program provides funding to eligible RTOs to deliver training and assessment services in higher-level qualifications (Certificate IV and above).

The Certificate IV, Diploma and Advanced Diploma qualifications in this program provide workers in the industry with an opportunity to build knowledge and skills, pathways to further learning and career development into higher level and paraprofessional roles.

Extended program eligibility to the under-employed or out of work, assists with re-entry to the building and construction industry through new, required qualifications.

Industry partners

RTO delivered training

Nationally recognised qualifications
Civil Construction Training
$5,800,000

Providing pathways 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 eight years to deliver the Civil Construction Training program. Through targeted skills investment this program increases the workforce capacity of the civil sector of building and construction.

The Civil Construction Training program includes:

- Skills Assessment and Gap Training (SAGT) | providing skills recognition and gap training needed to achieve nationally recognised civil construction qualifications
- Higher Level Skills | opening up access to higher level VET qualifications linked to industry demand
- Short Courses | providing flexible skilling solutions to meet identified sector needs.

The Civil Construction Training program provides funding to eligible RTOs to deliver qualifications and short courses to new entrants, existing workers and the 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.

Skills Assessment and Gap Training (SAGT) | General Construction
$3,000,000

Providing skills recognition and gap training to deliver nationally recognised building and construction qualifications

The 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 access to further education and study, attainment of occupational registrations and licenses, to obtain employment and move within the industry.

The SAGT | General Construction program funds eligible RTOs to deliver training and assessment services. Existing workers, career seekers and those with previously acquired skills and knowledge in building and construction are able to have their skills and prior learning recognised, receive gap training and gain a recognised building and construction qualification.
Major Projects Training
$2,000,000

Providing targeted major projects with access to training to address skill deficiencies | Assisting individuals become more multi-skilled and productive | Creating career pathway opportunities for the workforce

Major Projects include identified projects of strategic significance and provide concentrated opportunities for workforce skilling together with a greater surety of achieving tangible results for both principal contractors and their supply chain.

The Major Projects Training program, sees CSQ work in targeted major projects and selected programs of work to:

- 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
- assist to provide ongoing support for training and skilling requirements, and maintain a safe workplace
- implement strategic training and employment programs aligned to project objectives
- identify potential skills shortages and provide meaningful solutions
- assist individuals to become more multi-skilled and productive
- provide career pathway opportunities.

Registered Trade Skills Pathway
$500,000

Supporting innovative pathways

The RTSP program provides an alternative to the traditional apprenticeship pathway to gain a Certificate III qualification in specific traditional trade occupations. This program targets participants aged 18 years or over, who due to the nature of their work would not be able to participate in an apprenticeship pathway.

The program will be managed in partnership with the Queensland Department of Employment, Small Business and Training under a co-investment model, and is delivered by selected RTOs. Participants must lodge an application and a Training Plan for approval and registration with the Department.

- Industry partners
- RTO delivered training
Workforce Diversity
$500,000

**Supporting innovative responses to provide the building and construction industry with access to a diverse workforce**

Diversity is increasingly embedded into the day-to-day operations of CSQ. Diversity, including Indigenous, women and mature aged people, is considered and reflected in all programs that include a workforce planning component such as Major Projects and Industry Skills Coordination.

Our focus on diversity recognises that a diverse, talented workforce adds to the capacity of the building and construction industry, expands the supply of available resources and assists to deliver projects on time, to budget and of a quality standard.

Under this program our approach to diversity includes:

- implementing targeted workforce diversity strategies that are evidence-based and industry-led in priority regions and major projects
- developing and deploying skilling action plans and workforce development initiatives
- leveraging targeted strategies for employment and training opportunities 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.

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Small Business Program
$1,000,000

**Increasing the capability and capacity of small and medium-sized construction businesses through training and support**

In 2019-20 CSQ introduced a new small business initiative trialling education and training, mentoring and industry-tailed skills and support services to small and medium-sized (SME) construction businesses. In 2020-21 funding for this initiative will be increased, reflecting the positive response and success of the program. The program will continue to invest in opportunities to build SME capacity and capability, including:

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

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Industry partners
Health and well-being

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Working directly with business
Non-accredited training
Retain | 2020-21 programs and services

Industry Skills Coordination Program
$4,000,000

Increasing building and construction industry capability and capacity through targeted workforce planning and skills development

Under this program CSQ proactively works with industry to deliver and fund a range of workforce planning and skills development services. The Industry Skills Coordination Program supports:

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

Services delivered include:

- guiding local and sectoral workforce planning, development and training strategies
- identifying trends in skillling and workforce planning
- reviewing future workforce skills needs
- coordinating and promoting workforce training programs
- promoting diversity
- identifying and promoting:
  - ways to improve the uptake, retention and completion of apprenticeships and traineeships, including mentoring practices and models
  - best practice skillling improvements in retention, safety, productivity and innovation.

In 2020-21, CSQ will be expanding the program to include a focused stream targeting large project home builders, to ensure that the services provided above are also delivered through the residential sector.

Apprentice Advance+
Program
$4,000,000

Supporting apprentices/trainees to completion, gain necessary licenses and be competitive in the market

To encourage apprenticeship and traineeship completion, CSQ will continue to fully subsidise, for eligible apprentices and trainees:

- priority short courses
- key higher level skills training for 3rd and 4th year apprentices and trainees
- training in the first year following completion to support successful transition to tradesperson, licensee and business owner.

This program assists apprentices and trainees to be competitive in the market, complete the apprenticeship/traineeship, gain licenses and start developing skills for a long-term career in the building and construction industry.

RTO delivered training

Apprentices and trainees

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1 Subsidised 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.
Mental Health Suicide Prevention Program
$1,000,000

Addressing mental health issues and suicide rates in Queensland’s building and construction industry

CSQ’s Mental Health and Suicide Prevention Program delivers suicide prevention and mental health initiatives to the building and construction industry. CSQ partners with registered charities and not-for-profit organisations to deliver these services and programs.

Reflecting the importance of this issue, funding is increasing in 2020-21 to provide our partner organisations with greater reach and scope.

✓ Workplace education and training
✓ Health and well-being

Industry Corporate Social Responsibility
$150,000

Making a positive impact on social issues affecting the building and construction industry

CSQ partners with registered charities and not-for-profit organisations to deliver programs that improve work-related health and well-being issues for building and construction workers.

This program aims to ameliorate the impact of industry-specific factors such as project-based work, work travel 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).

✓ Workplace education and training
✓ Health and well-being
Industry, Corporate and Support Services

Industry Services
$3,900,000

Industry Services comprises three areas: Research and digital; Industry engagement; and Policy and performance. These functions keep CSQ connected with industry, regions and government through:

- creating content to inform and inspire industry about the future of working in construction
- informing, consulting and collaborating with industry and government stakeholders on building and construction related matters impacting on the industry
- developing and implementing policies and programs underpinned by evidence and market intelligence to support the future prosperity of the industry.

Research and digital key priorities 2020-21
- Industry talks and presentations
- Contributions to industry publications
- Regional Profiles
- Apprentice Annual
- Knowledge Centre (maintain and develop)
- Participant evaluation surveys
- Edge program (futures studies and content)
- Research partnership (UDIA)
- Develop a digitisation roadmap

Industry engagement key priorities 2020-21
- Delivering Annual Training Plan regional launches
- Leading ongoing consultation with industry stakeholders, including Regional Insights roadshow
- Promoting, informing and facilitating stakeholder engagement through regional engagement plans
- Managing key programs:
  - Major Projects Training
  - Industry Skills Coordination
  - Gateway to Industry Schools
  - Workforce Diversity
  - Try’a Trade
- Attending and presenting at industry roadshows and key regional events
- Promoting and sharing CSQ’s key publications, messages and campaigns
- Leading key workforce planning projects – Queen’s Wharf, CQ Major Projects Workforce Alliance, Inland Rail

Policy and performance key priorities 2020-21
- Annual Training Plan 2020-21
- Business Plan 2020-21
- Program evaluation
- Policy review program
- Respond to public policy discussion papers and consultation opportunities in vocational education and training and building and construction where there is a likely impact on the industry.
Corporate, Support Services and Marketing and Communications
$3,470,000

Corporate and support services
The Corporate and Support Services team supports the efficient, responsible and sustainable management of CSQ Operations including:
• financial and budgetary management and reporting
• management of human resources, information and communication technology and facilities
• program development policies
• training procurement, contract management and validation of program payment data
• legal and governance services.

Key priorities for 2020-21
• Continued management of programs through a competitive and transparent procurement strategy
• Continued commitment to ensuring the training fund is expended in accordance with the Trust Deed and through equitable, transparent and proficient governance
• Maintenance of legal expertise to cover CSQ’s contractual, legal, risk and corporate governance frameworks, while supporting corporate efficiencies and commercial innovation
• Continued preparation of Annual financial statements in accordance with International Accounting Standards and audit by the Queensland Audit Office

Marketing and communications
CSQ’s marketing and communications function ensures 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 priorities for 2020-2021
• Events and sponsorships, in partnership with industry to recognise and celebrate skilling achievements, especially apprentices and trainees, and to deliver key CSQ messaging to industry audiences
• Content strategy, including CSQ generated insights, training spotlight videos, good news stories
• Enhancement of the digital strategy
• Building positive brand awareness implementing learnings from brand research and tracking
• Customised key messaging and tactics to promote training and CSQ to distinct audiences
The CSQ Board

The CSQ Board is appointed by the Minister for training and is comprised of an independent Chair, representatives of the building and construction industry and government. The Board provides CSQ with strategic direction and advice and ensures the levy funds are invested equitably, transparently, responsibly and in line with the needs of industry.

The Board Members as at 30 April 2020 are:

- **Michael Kinnane**
  Chairman
- **Marina Chambers**
  Employee Representative
- **Penelope Cornah**
  Employer Representative
- **Emma Eaves**
  Employee Representative
- **Sue-Ann Fresneda**
  Employer Representative
- **Steven Koch**
  Government Representative
- **Damian Long**
  Employer Representative
- **Rohan Webb**
  Employee Representative

The CSQ Executive

CSQ’s Executive Leadership Team (ELT) provides leadership and direction to support the operations of the organisation, and includes:

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