



STRONGER FUTURES
IN CONSTRUCTION

Subbie Guide

A practical resource for the construction industry

QUEENSLAND

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Contents

Introduction	3
The Queensland Building and Construction Industry	3
Queensland Procurement Policy.....	7
Ethical Supplier Mandate	8
Buy Queensland Enhancements to Best Practice Principles	9
Queensland Indigenous Procurement Policy	9
Queensland Government Supplier Code of Conduct.....	10
Queensland Government Building and Construction Training Policy	10
Tendering for Work	12
Workforce Supply/Recruitment	19
Indigenous Engagement	27
Vocational Education and Training	29
Legislation and Regulation	32
Government Departments	36
Economic Development	38
Industry Associations.....	38
Bibliography	42

Introduction

This guide, was created by Construction Skills Queensland (CSQ) and is intended to assist companies and individuals operating as subcontractors, already engaged or endeavouring to engage with infrastructure projects in Queensland.

Throughout this document, you will find links to service providers who may be able to assist you with recruitment, training, funding, procurement and information that enhances your capability to engage with opportunities in the Queensland.

This document provides general information only and includes selected material and services.

For more specific information or advice, you should refer to the appropriate professionals.

Construction Skills Queensland

CSQ is an independent, not-for-profit, industry-funded body supporting employers, workers, apprentices, trainees and career seekers in the building and construction industry. More information about CSQ products and services can be found throughout this document. Find out more here: [CSQ](#)

The Queensland Building and Construction Industry

Overview

Broadly speaking, construction involves the delivery of buildings, infrastructure and industrial facilities and the associated activities required through to the end of their lives.

It is widely agreed that the building and construction industry consists of the following primary sectors:

- Residential - (houses, flats, home units, townhouses, hi-rise residential)
- Commercial - (offices, shops, hotels, industrial premises, hospitals, entertainment facilities)
- Engineering - (civil infrastructure, mining and heavy industrial resource-based projects)

Stages of construction generally include planning, financing and design which continues until the asset is ready for use. Construction also covers areas including repairs and maintenance work, the expansion of assets, demolition and decommissioning.

After mining and health care, the largest contribution to the Queensland economy in 2018-19 was from the construction industry, accounting for \$27 billion (or 8.6%). The construction sector is also the State's second-largest employer, employing over 245,000 workers in May 2020.

(6291.0.55.003 - Labour Force, Australia, Detailed, Quarterly, May 2020, 2020)

(5220.0 - Australian National Accounts: State Accounts, 2018-19, 2020)

As stated in the CSQ Industry Outlook for 2019-2020, Queensland is now experiencing the next growth phase in public infrastructure spending. It has also been compounded by the impacts of COVID-19, which has seen the Australian Government re-commit to infrastructure investment, promising to reduce green tape to get planned projects shovel ready sooner. In particular, Central Queensland is experiencing unprecedented investment in infrastructure with a significant pipeline of projects planned for the next decade.

Infrastructure – Delivering a Project

Deciding how projects will be delivered and the contractual arrangements are the first steps. Whether infrastructure projects are publicly or privately owned, the client will engage a principal contractor to deliver the project. The principal contractor will generally break the work down into smaller packages of work to be delivered by subcontractors. In most cases, the work packages will be put out to tender and the most suitable subcontractor will be awarded the work based on specified selection criteria.

(Australian Government Department of Infrastructure, Transport, Regional Development and Communications, 2018)

Contractor Definitions

- **Managing Contractor (MC):** The managing contractor model was developed for use by the Department of Defence in the early 1990s. It was designed for early contractor involvement to assist the owner with scoping, risk reduction studies, design development, cost planning, programming and obtaining any approvals that may be required for complex multi-element projects where the scope of work is too uncertain to let a contract. The role of the MC is to manage the design and construction process as opposed to designing and constructing the project itself. If the owner decides to proceed post the planning stage, the MC will proceed to subcontract the design (if not complete) and construction of the project. In the Defence context, the MC does not see any of the funds used for subcontractor payments. It goes into a separate account before going to the appropriate subcontractor. (Nick Tsirogiannis, Clayton Utz, 2009)
- **Principal Contractor (PC):** has a contract with the owner of a project or job and has the full responsibility for its completion. A PC may be a consortium of companies coming together to act as the PC. The PC undertakes to perform a complete contract and may engage (and manage) one or more subcontractors to carry out specific parts of the contract.
- **Subcontractor:** hired by the PC to perform a specific task as part of the overall project and is normally paid for services provided to the project by the PC.
- **Sub-trade Contractor:** An employee working for the subcontractor, where the subcontractor covers the responsibility for the work.
- **Sole Trader:** a subcontractor with no employees.

Contracting Environment

There are three main contracting approaches for infrastructure project delivery in Australia.

These include:

- Traditional contracting
- Alliance contracting
- Public-private partnerships (PPPs)

When selecting the contracting method, the client will consider which method will best balance the control of project cost and risk against achieving project objectives and outcomes.

Traditional Contracting

Traditional contracting in infrastructure project delivery refers to contracts that, to varying degrees, allocate construction and design risk to the suppliers, but are not alliances or PPPs. They have

historically been the most common type of contract used by both government and private sector entities in the delivery of infrastructure projects.

Alliance Contracting

Alliance contracting is an integrated procurement method for infrastructure projects. Under an alliance contract, a government client contractually works collaboratively with private suppliers to deliver the project. Alliance contracting is characterised by several key features, which generally require the parties to work together in good faith, act with integrity and make best-for-project decisions. The alliance participants work as an integrated, collaborative team to deal with key project delivery matters.

Under alliance contracts, risks of project delivery are often jointly managed by the parties, although financial exposure lies mostly with the government.

Public-Private Partnerships

A public-private partnership (PPP) is a service contract between the public and private sectors where the government pays the private sector (typically a consortium) to deliver infrastructure and related services over the long term. The private provider will build the facility and operate or maintain it to specified standards over a long period. The private provider usually finances the project. In this arrangement, the government client is typically seeking the whole-of-life innovation and efficiencies that the private sector can deliver in the design, construction and operating phases of the project.

Joint Venture & Consortium

Both a consortium and a Joint Venture (JV) are ways for two or more parties to join forces and participate to a tender. If successful, they will jointly execute the contract.

JV

A JV is a commercial alliance between two or more separate entities that enables them to share risk and reward. A new business is created to which each party contributes resources such as land, capital, intellectual property, skills, credentials or equipment.

The term “joint and several liability” is used when contracting a JV and means that the client can go to either or both for the fulfilment of the contract or recovery of damages. The client is therefore in a better position, spreading the risk of in-execution over two or more companies.

The venture can be for one specific project only, involves no equity stake by the participants, and is a much less rigid arrangement.

- JVs are commonly used to:
 - Enable smaller companies to deliver large projects by combining their expertise and resources
 - Enable a larger company to acquire new resources or expertise from a smaller company
 - Enable a smaller company to benefit from the credibility and financial stability of a larger company
 - Gain local knowledge in an overseas market
 - Share risks and costs

Consortium

A consortium is an association of two or more individuals, companies, organisations or governments (or any combination of these entities) to participate in a common activity or pool their resources for

achieving a common goal. Typically, with a consortium, each party knows how to perform a specific part of the scope but not the scope of the partner(s).

Each participant retains its separate legal status and the consortium's control over each participant is generally limited to activities involving the joint endeavour, particularly the division of profits. A consortium is formed by contract, which delineates the rights and obligations of each member.

Builder Tiers

Every industry has a 'classification' or a 'rating' system. The classifications are used to describe a company's size and abilities. The construction industry has a very specific rating system. Construction businesses are classified as 'Tier 1', 'Tier 2', 'Tier 3', 'Tier 4' or 'Tier 5'.

The size, resources, experience, and money a company has determines the kind of projects they can take on, and therefore what 'Tier' group they fall in to. In layman's terms, Tier 1 companies are the big guys, and as you move down through the tiers, the businesses become more modest. Over time, companies can move up the tiers if they fit the criteria.

The Tier system is used by different stakeholders to assess a business's capability to deliver reliable, built for purpose projects that are constructed without material defects:

- **Financiers:** for the loan submission and credit approval process
- **Quantity Surveyors and project managers:** in reporting to a developer or financier on the experience and capability of the proposed builder
- **Builders:** to compare themselves and often differentiate themselves from a competitor
- **Subcontractors:** to emphasise their experience, capability and the businesses they work for
- **Developers and purchasers:** to differentiate their project on quality and price
- **Government organisations:** use financial metrics to determine tender compliance
- **Insurers:** concerning workplace Occupational Health and Safety systems

Key factors used to determine Tier

- Capability and expertise (on project size and across construction sectors)
- History of the business
- Financial capacity and access to capital
- Company and management structure
- Reporting obligations (private, public or listed company)
- Systems and processes
- Geographical spread across Australia
- Turnover and the number of projects they undertake

Builder Tier Matrix

CATEGORY	TIER 1	TIER 2	TIER 3	TIER 4	TIER 5
Turnover \$'M	1,500+	250 to 1,500	50 to 250	10 to 50	Under 10
Min. Project Size \$	100	50	10	n/a	n/a
No. of Employees	350+	150-350	50-150	15-50	Below 15
Cross sectors (residential, commercial, industrial, infrastructure, mining)	All	All, (generally limited exposure to mining and infrastructure)	1-3 sectors, (residential, commercial and/or industrial)	1 sector (e.g., residential)	1 sector (e.g., residential)
Projects No.	15+	5-10	3-5	2-3	1-2
Geographic Representation	Australia wide	Multiple capital cities, strong presence in an eastern city	1 capital city	1 capital city	1 capital city
Management Structure	Non-executive board and executive management team	Executive management team	Owner(s) manager with a CFO	Owner(s) manager, external accountant	Owner(s) manager, external accountant
Age (years)	50+	20+	5+	n/a	n/a

(Newpoint Advisory, 2020)

Queensland Procurement Policy

The Queensland Procurement Policy (QPP) is the government's overarching policy for the procurement of goods and services. It establishes a framework that maximises the benefits that can be delivered through procurement.

The policy aims to:

- Focus on the economic benefit to Queensland – by applying a local benefits test for all significant procurement, and supporting secure and fair employment outcomes, and showcasing Queensland's food and beverage industry
- Maximise Queensland suppliers' opportunity to participate – by ensuring that for each procurement opportunity, at least one regional and one Queensland supplier, where possible, is invited to submit a quote or tender
- Support regional and remote economies – by allowing agencies to procure outside of whole-of-government supply arrangements for regional and remote locations

- Support disadvantaged Queenslanders – by increasing procurement with genuine, quality social enterprises
- Stimulate the Information and Communications Technology ((ICT) sector and drive innovation – by doubling the ICT pre-qualification exemption to \$1 million

Policy principles

The Queensland Procurement Policy principles centre on:

- Putting Queenslanders first when securing value for money – recognising that value for money is more than the price paid
- Working together to achieve outcomes – providing a flexible procurement framework based on an agency-led procurement model
- Governance and planning – focusing on a category management approach with a strong governance framework and integrated planning
- Leaders in procurement practice – professionalising the procurement discipline and building procurement capability
- Integrity, probity and accountability – ensuring procurement is undertaken with integrity, that probity is appropriately managed, and that accountability for outcomes is maintained
- Advancement of government objectives – providing the procurement framework to advance economic, environmental and social objectives.

(State of Queensland (Department of Energy and Public Works), 2021)

Find out more here: [Queensland Procurement Policy](#)

Ethical Supplier Mandate

The Queensland Government introduced the Ethical Supplier Mandate (the Mandate) and Ethical Supplier Threshold (the Threshold) in August 2019. The tougher standards on government suppliers were designed to ensure that taxpayer dollars are spent with business who uphold a commitment to training, safety and fair wages for their workers.

The Mandate ensures that the Queensland Government conducts business with ethical, environmentally and socially responsible suppliers, and removes unethical behaviour from the supply chain. The Queensland Government expects suppliers to comply with the Ethical Supplier Threshold.

Who does it apply to?

The Mandate applies to all suppliers and their subcontractors.

It imposes no additional burden on ethical suppliers—only suppliers who repeatedly breach contractual obligations, policies or laws unless their conduct is due to an honest mistake, oversight or accident.

The Mandate introduces a supplier demerit point scheme. The extent of non-compliance determines how many demerit points are incurred – minor (2 points), moderate (5 points) and major (10 points). A supplier will incur 20 demerit points if they breach the Threshold.

Suppliers may be penalised for non-compliance by their subcontractors except where the supplier can demonstrate reasonable action was taken by the supplier to prevent non-compliance by their subcontractors.

Non-compliances can be matters such as:

- Achieving less than the required number of Apprentice or Trainee hours on a project
- Workplace health and safety sanctions
- Failing to have an industrial relations management plan (where this is a condition of contract)

If a supplier accumulates 20 demerit points, they will be sanctioned as determined by the Procurement Penalties and Sanctions Committee (Committee), which can include making a supplier ineligible for a contract award for a defined period or suspending them from the relevant panel or contracting framework.

Both demerit points and sanctions can be appealed by a supplier.

(Queensland Government Department of Housing and Public Works, 2019)

Find out more here: [Ethical Supplier Mandate](#)

Buy Queensland Enhancements to Best Practice Principles

In 2018, the Queensland Government enhanced their Buy Queensland approach to ensure suppliers to government meet clear best practice principles, including:

- Workplace health and safety systems and standards
- A commitment to apprentices and trainees
- Best practice industrial relations
- History of compliance with procurement tendering and other government policy

On 1 July 2018, a compliance unit to audit supplier compliance with apprenticeship and trainee requirements was established. The new unit builds on the Government's existing complaints function and ensures everyone plays by the same rules.

(Queensland Government Department of Housing and Public Works, 2019)

Find out more here: [Queensland Government Best Practice Principles](#)

Queensland Indigenous Procurement Policy

The Queensland Government is committed to job creation and the development of a diverse economy. While this commitment extends to all Queenslanders, Aboriginal peoples and Torres Strait Islander peoples do not participate equally in Queensland's economy or labour market.

The Queensland Indigenous Procurement Policy (QIPP) provides a whole-of-government framework to increase procurement with Indigenous businesses to be three per cent of the value of government procurement contracts by 2022. Under the QIPP an Indigenous business is at least fifty per cent owned by Aboriginal peoples and Torres Strait Islander peoples.

QIPP will:

- Increase the capacity and capability of Indigenous businesses to successfully tender for Queensland Government contracts
- Grow and develop a diverse and sustainable Indigenous business sector in Queensland by increasing the capacity and capability of Indigenous businesses to supply to the Queensland Government but also to supply to the private sector through supply chains and increased private sector demand

- Improve employment outcomes and opportunities for Aboriginal peoples and Torres Strait Islander peoples to participate in the Queensland economy

(Queensland Government Department of Aboriginal and Torres Strait Islander Partnerships, 2020)

Find out more here: [Queensland Indigenous Procurement Policy](#)

More information can be found in the **Indigenous Engagement** section of this document.

Queensland Government Supplier Code of Conduct

The Queensland Government wants to do business with ethically, environmentally and socially responsible suppliers. This Supplier Code of Conduct (Code) sets out the expectations that government has of businesses that want to sell their goods or services to the government, and outlines what constitutes a responsible supplier.

Find out more here: [Queensland Government Supplier Code of Conduct](#)

Queensland Government Building and Construction Training Policy

If a subcontractor has been awarded work on a project that is subject to the Queensland Government Building and Construction Training Policy (Training Policy) the Policy obligations must be clearly understood. Most PCs will pass the obligation of meeting the Policy requirements down through their subcontractors.

What is it?

The Training Policy was introduced in July 2014 and replaced the 10 per cent and 20 per cent Training Policies.

The purpose of the Training Policy is to use Queensland Government-funded infrastructure projects to:

- Create additional employment and training opportunities for apprentices and trainees in the building and construction industry
- Improve the skills base of the building and construction industry
- Drive the employment of Indigenous workers and the engagement of Indigenous businesses

Who is involved?

- The Department of Employment, Small Business and Training (DESBT) manages the Training Policy, provides advice and resources and administers the Training Policy Administration System (TPAS) – the online reporting system
- The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) assists with Indigenous projects and Indigenous Economic Opportunity Plans
- Queensland Government agencies and Government-Owned Corporations (GOCs) ensure tender and contract documents include the Training Policy and that their PCs comply – including enforcement of contractual obligations in the event of non-compliance
- PCs (through their subcontractors) comply and report compliance in TPAS
- Department of Communities, Housing and Digital Economy undertake compliance audits and investigations

How does it work?

- The core requirement is that a minimum of 10 per cent of the total labour hours on eligible projects must be undertaken by apprentices and/or trainees and other workforce training. These hours are classified as the 'deemed hours'
- From 1 September 2017 the core requirement for eligible major building and/or civil construction projects with a sum of \$100 million or greater (incl. GST), increased to 15 per cent
- 60 per cent of the deemed hours must be allocated towards employment of apprentices and trainees (new entrants only – see definition below)
- 40 per cent of the deemed hours must be allocated to other workforce training, including upskilling of existing workers
- Construction projects over \$100m must employ a training coordinator for the project

New Entrants

A new entrant apprentice or trainee is a person who enters an apprenticeship or traineeship and who has not been continuously employed by the applicant employer detailed on the Training Contract for more than three months full-time, or 12 months casual or part-time, or a combination of both, immediately before the commencement date of the Training Contract.

Note: An apprentice or trainee will remain a new entrant under the Training Policy until they complete their apprenticeship or traineeship regardless of the number of employers they have.

The contractor has several options when deciding where the apprentice and/or trainee (new entrants only) hours of training will come from, including:

- Employing their apprentices and/or trainees, including school-based and part-time
- Using group training scheme apprentices and/or trainees
- Using sub-contractor apprentices and/or trainees

Compliance

- The Training Policy is a **mandated component** of being awarded work on eligible Queensland Government and GOC projects
- Compliance and reporting in TPAS are conditions of contract with the PC undertaking the project
- Compliance is measured using the data recorded in TPAS
- Failure to comply constitutes a breach of contract
- A PC's non-compliance with the training policy will be
 - Considered in future Queensland Government tender processes
 - Other sanctions may apply

(Queensland Government Department of Employment, Small Business and Training, 2020)

Find out more here: [Training Policy Guidelines and Factsheets](#)

Tendering for Work

What is a Tender?

Purchasers (state and federal government agencies, local councils and companies) will issue a 'Request for Tender' (RFT) when they are looking for suppliers of a product or service that they need.

Purchasers do this for two main reasons:

- It saves them time spent finding suppliers
- It allows them to compare costs and benefits from a range of suppliers

Other interchangeable terms for RFT include:

- Request for Proposal (RFP)
- Request for Quote (RFQ)

RFTs are often publicly available, but sometimes they will only be issued to selected businesses. In this case, they are considered Closed Tenders.

What are Tender Documents?

When a purchaser releases an RFT, they will issue a set of tender documents. These vary widely depending on the purchaser, but will generally include:

- Details of what they are looking to buy
 - sometimes called a 'scope of works' or 'statement of requirements'
- Evaluation criteria which will be used to assess respondents' submissions
- A set of questions to be responded to
- A draft copy of the contract that the winning tenderer will need to sign
- A description of how they'll run the process and things businesses need to comply with to have their submission accepted

The documents will be released alongside a tender notice which will most commonly be published online.

What is an Expression of Interest

Sometimes, purchasers will run a two-stage process. Firstly, they will publish an Expression of Interest (EOI) for interested parties to respond to. The EOI will usually be simpler and will be used for the purchaser to shortlist businesses.

Once the purchaser has shortlisted businesses, they will then issue RFT documents to the shortlisted suppliers.

Responding to a Tender

It is important to review all tender documents thoroughly. They will explain what information you need to include and in what format. Government departments and Councils are likely to have a very specific format whilst other purchasers will allow more freedom.

The documents will also include other important information, including:

- Due date
- How to submit your response (e.g., mail, email, in person, or through an online portal)
- Who to contact if you have questions

Mandatory Criteria

Before preparing a submission, it is important to ensure that your business meets the criteria.

A mandatory requirement might be a particular licence or certification. If your business does not currently hold it or it is too late to acquire it, then there is no reason to proceed.

Evaluation Criteria

If your business complies with the mandatory requirements, the next step to consider is the evaluation criteria. The evaluation criteria outline how the purchaser will score and compare your response with other responders.

What do you sell?

To ensure you put your business in the right position to win tenders you need to understand:

- What products or services do you sell?
- Who buys your products or services?
- How do they buy your products or services?

Once you have a clear picture of who your clients are (i.e., federal/state/local government or private companies) you can then search for tenders that are the right fit for your business.

You will have more success if you tender for opportunities that suit your business.

Where to find Tenders

Once you've narrowed down who your clients are you can begin your tender search. There is no one size fits all, so a range of strategies will be required.

Private Sector

Private companies may use a range of different strategies. However, most will publish notices on their website or third-party sites. If they are closed tenders, they will not be publicly available.

You could also identify companies that you are interested in tendering to and get in touch with them. Becoming a preferred supplier may increase your chances of being notified and considered for upcoming tenders.

There are several tender notification services that you can pay to subscribe to, some links are provided below.

Local Council

As there are many local councils in Australia you may find tender information in various locations:

- State Government tendering portals
- Local Council websites

- Free tender information websites
- Fee-for-service tender websites

Government Agencies

The official website can be found here: [Australian Government Tenders](#)

You can also search each department or agency website for tender information. Most of them will allow you to register to receive tender notifications or provide information about third-party websites.

Defence Tenders

The Defence Estate Works Program (EWP) is a program of construction projects to support the Defence Estate across Australia. The EWP delivers minor construction projects for Defence and provides an opportunity for construction and trade contractors to win Australian Defence contracts.

The program is run by the Directorate of Estate Works Program Office (DEWPO) and works on a national basis in accordance with a published procurement plan. There are hundreds of millions of dollars' worth of Defence Force tenders to be won.

Typical projects are construction work and include:

- Refurbishment works
- Accommodation construction or repair
- Air-conditioning upgrades
- Civil works and civil construction
- Asbestos remediation
- Demolition works
- Plumbing
- Mechanical services upgrades
- Security works

Many projects are valued at under \$1 million. This makes them highly suitable to many small business contractors, especially those looking to break into the Defence Construction market. Often these projects are single trade based, making them suitable to many businesses who would typically only have subcontracting opportunities on Defence projects or RFQ's.

Defence Estate Works Program Tender Documents

The tender documents for EWP tenders can be complex. They address Government procurement policy and ask questions that you may not have seen in previous tenders and proposals. You can familiarise yourself with EWP contracts here: [EWP Contracts](#)

Getting Defence Ready – Online Tutorial Series

If you want to find out more about getting ready to tender for Defence projects, you can access a free online tutorial series that has been developed for the Australian-Singapore Military Training Initiative (ASMTI). The series shows you how to put your best foot forward in tendering for subcontract opportunities for ASMTI, however, the information can be applied for all Defence projects.

Find out more here: [Getting Defence Ready](#)

Building & Construction related Tender websites

Listed below is a selection of tender websites that would be worth familiarising yourself with and registering to receive notifications:

[Australian Government Tenders](#)

[Queensland Government Tenders](#)

[QBuild Tenders](#)

[Local Government Procurement](#)

[Australian Tenders](#)

[ICN Gateway](#)

[Illion Tenderlink](#)

[Master Builders Queensland Tenders](#)

[BCI Australia](#)

[Brisbane Development](#)

[Build Australia](#)

[Inside Construction](#)

Tender Writing Services

Many businesses don't have the know-how needed, available staff or capacity to respond to a tender. There are many tender writing companies available to provide expert advice and support including:

- Locating tender opportunities
- Providing specialist advice on tenders and processes
- Preparing tenders for a business

Depending on your needs you will pay for the services offered. Search the internet to find tender writing services.

Networking

You can also seek out experts in your field and ask for advice. Use your network. Often people know of future opportunities before they are officially listed and make for great resources.

Getting Ready to Tender

Planning and having your documents and resources in order and ready to be used at short notice is a great way to reduce time and expense.

Whilst every tender may be a little different, there will be many key items that will be consistently required whether it is a private or government sector tender:

- Insurance certificates of currency
- Resumes for your key personnel showing their qualifications and experience
- Information about how your business handles safety, quality and environmental management

- Referees
 - Having a list of referees that are ready in advance will save you time
- Previous experience associated with your referees including:
 - Contract type
 - Client
 - Date
 - Location
 - Value of the contract

Having core documents ready to go means you can take more time to tailor your response to the tender. Depending on the size of your business and the size of the tender, having a dedicated person, or team within your business who focus on preparing tenders will also save time and money.

Outsourcing

You may also consider outsourcing your tender preparation to a tendering writing business for support. Search the internet to find tender writers.

Conditions of Tender

Included in the RFT documents will be a range of information that covers the tendering conditions. These generally describe:

- What expectations the purchaser has of the supplier
- When the tender needs to be lodged, how and where
- The process for asking questions
- If there will be a briefing for tenderers and if it is compulsory or not
- The evaluation criteria to be used to assess responses
- The rules the purchaser will follow to ensure a fair process
- The rules that the tenderer must follow so their submission can be evaluated

Response Schedules

Common items that the tenderer needs to respond to include:

- Price
- Methodology (how will you meet the requirements)
- Capability and capacity to do the work
- Experience and referees for similar projects
- Key personnel details – (resumes)
- Details of your quality, WHS and environmental systems and process
- Compliance items (e.g., licences, insurances, agreement with the proposed contract)
- Statement of Requirements
 - Also referred to as the scope of works or specification

- This will vary depending on complexity – if it is a complex requirement it may include design drawings or standards that must be met

Draft Contract

Purchasers may also include a copy of the contract that the tenderer will need to sign. It's important to read and understand what you are getting into even if you have tendered many times.

Tender Briefing

A tender briefing is useful for purchasers to provide information to tenderers about the project and the process for submission. It may include but not limited to:

- How to work with the PC/contracting organisation and/or the client
- The Queensland Government Building and Construction Training Policy (if it is applicable) and how to use the Training Policy Administration System (TPAS)
- Guest speakers – key stakeholders including Construction Skills Queensland
- A site visit

Some tender briefings are compulsory, and not attending can lead to your tender submission being disqualified.

It is highly recommended that if a tender briefing is offered you should attend, even if it is not compulsory because:

- It shows the purchaser that you are serious
- You get to check out the competition
- You get to meet the buyer and start developing a relationship
- Ask questions - you might gain additional information not contained in the tender documents

When attending a tender briefing go prepared. Pre-read the suite of tender documents, highlight any concerns and prepare your questions.

At the tender briefing:

- Arrive early
- Dress appropriately – you may need Personal Protective Equipment (PPE) for site visits
- Take note of your competitors and post the briefing do some research
- Take business cards
- Ask questions
- Take notes

Statement of Tax Record

If you want to tender for Australian Government work, you are required to supply a satisfactory Statement of Tax Record (STR) from the Australian Tax Office (ATO) as part of the Australian Government procurement process for contracts valued at more than \$4 million (inc GST).

The Australian Government put this in place to promote good tax behaviour and ensure a level playing field for tenderers. The ATO issues STRs as part of the Black Economy Procurement Connected Policy.

To obtain a satisfactory STR:

- Your registration details, including ABN and GST, must be up to date
- You must have lodged at least 90% of relevant returns (Income Tax, BAS, FBT)
- You must have paid any undisputed debts

There are additional requirements if your Australian tax record is shorter than four years. You may be required to make statements about your previous tax arrangements.

If your STR is unsatisfactory, you will not be able to win Australian Government contracts.

If you are a first-tier subcontractor and you are tendering for a package worth more than \$4 million you will need an STR.

You or your tax agent can request your STR. Find out more here: [ATO - Statement of Tax Record](#) (Bidsmith, 2020)

Preparing your Tender

Below are some helpful tips to keep in mind when writing your tender submission to give you the best chance of succeeding.

Time

Make sure you use the allotted time properly to develop your tender. Don't submit the tender late. Late tender submissions are automatically disqualified.

Presentation

- Make sure it is clear and easy to follow
- Make sure you address the criteria and use sections and headings to make it easy for the reader (if using lots of headings include a table of contents)
- Get your language right – don't say "cheap price" use something like "value for money"
- Never underestimate the value of a good cover with a great image. When using an image containing people make sure they are wearing PPE if required, and ensure the image reflects your commitment to safety, environment, quality and other considerations

Tailor your tender

Many tenders will require the same information, but you need to ensure you tailor it to suit the purchaser's request. Highlight the reason why your business is a great fit for the purchaser and how your business will accomplish the requirements.

Answer questions directly

Respond to the questions, don't beat around the bush. You may have to stick to the parameters of a template. Make sure you stick to the guidelines.

Pricing

Ensure you have a strategy for variations and extras. Your competitors may undercut the price to win the tender but include details for variations in the fine print.

References

Make sure you get your referees permission before submitting the tender. Make sure they understand your business and the services that you are offering the purchaser.

Provide examples

Providing specific examples that relate to what the purchaser is looking for will help you stand out. Giving an example of how your company has previously helped a client save time and money could give you an edge.

Consistency

If you have multiple people working on your tender, you need to ensure consistency with the writing style. Make sure you do a final read to prevent any typos or grammatical errors to ensure a professional finish.

Workforce Supply/Recruitment

Attracting and selecting the right people is crucial for your business. However, as an employer, there are also legal requirements you must comply with.

The Queensland Government provides useful information to help you employ and manage staff in your Queensland business. Find out more here: [Business Qld - Employing People](#)

There are many ways to recruit new employees depending on your requirements, some options are listed below.

Skilled Workers

If you need to employ new staff who already have specific skills and experience you can either direct hire them, engage the services of a recruitment agency or go through a labour-hire company.

Direct Hire

If deciding to recruit and interview staff yourself, you need to begin with preparing a job description and knowing what kind of person you are looking for. You need to decide what skills and experience they need to have and if there are any mandatory qualifications or licenses required.

If you manage the recruitment process yourself, you will need to advertise the job, evaluate applications, conduct interviews and reference checks, and finally select the best candidate.

Project Demobilisation

- As a large construction project ramps down to completion, the existing workers on that project can 'back in the market' or 'between jobs'.
- This can be a great opportunity to engage workers with the skills you require. Use your network and stay abreast of project progress.

Graduates

If you are looking to recruit a University graduate for a role that requires a degree qualification, there are some things you can do:

- Present to students
 - Most Universities will allow employers to visit their campuses throughout the academic year to present to students about their job opportunities
- Promote your job online
 - Universities generally have an online service for employers to advertise jobs to students free of charge
- Engage in Careers Fairs
 - Many Universities host annual careers fairs where a wide variety of employers can promote their brand and career opportunities and network with students

Recruitment Agencies

A recruitment agency is a company that provides a service to both employers and job seekers. Many businesses and companies use the services of recruitment agencies to find suitable employees.

You will pay for recruitment agency services and they may include:

- Preparation of job descriptions
- Advertising the roles
- Undertaking interviews and shortlisting for your final selection
- Preferred candidate medicals and psychometric testing

Labour-Hire

Like recruitment agencies, labour-hire companies can take care of the entire process of engaging a new employee for a fee, however, with labour-hire, the workers are employed by the labour-hire company and leased temporarily to the client/company for as long as required.

Benefits of labour-hire arrangements:

- The hiring process is taken care of, ensuring that the worker meets the requirements
- All payroll, superannuation, tax obligations handled
- One fee paid to the labour-hire company
- Flexibility for businesses to scale their workforce up and down as required
- The worker can remain with the labour-hire company when the short-term role is finished and leased to other employers
- Can be a time and cost-effective way to engage high-quality workers

Note: when engaging workers through labour-hire, their hours cannot be contributed towards meeting the Queensland Building and Construction Training Policy requirements as they are legally employed by the labour-hire company.

Employing an Apprentice or Trainee

Whether your business is required to meet the Queensland Government Building and Construction Training Policy (Training Policy) or not, the process for employing an apprentice or trainee is the same.

For more information see **The Queensland Government Training Policy** section in this document.

Signing up an apprentice or trainee involves a contract between the employer, a Registered Training Organisation (RTO) and the apprentice/ trainee. The contract is a legally binding agreement for the employer, RTO and apprentice/trainee to work and train together for a length of time. A guardian may be required to sign the training contract if the apprentice or trainee is under 18 years of age.

The contract will also stipulate which RTO will provide the structured training component of the apprenticeship or traineeship. The Australian Apprenticeship Support Network (AASN) provider provides and maintains the contract, offers support and mentoring and pays any eligible incentives.

Note: It is important to note that when employing an apprentice someone in the business must hold the same trade qualification and will be responsible for supervising the apprentice whilst they are indentured.

When employing an apprentice your business may be eligible to receive incentives. Incentives are subject to eligibility criteria, waiting periods and time limits.

You can find candidates in the following ways:

- Existing employee
- Run a recruitment drive to find a new candidate
- Contact an AASN who can help you to find a suitable candidate
 - Find an AASN here: [Australian Apprenticeship Network Queensland](#)
 - An AASN can also help you with:
 - Finding an RTO that delivers the training for the chosen apprenticeship
 - Providing a training contract for you and your apprentice to sign
 - Assessing your eligibility for incentives and administering incentive payments
 - Working out the timing and location of off-the-job-training (RTO responsibility in conjunction with the employer)
 - Providing advice and support during the apprenticeship
- Contact a Group Training Organisation (GTO) who can help you to find a suitable candidate
 - This is a good option if your business cannot offer the full range of skills an apprentice needs to work in the industry or the amount of work they are required to complete during their training. GTOs can organise for you to host an apprentice, or share one with another business
 - Find a GTO here: [Group Training Organisations Queensland](#)

Wages

Wages for Australian apprentices depend on many factors including:

- Age of the apprentice
- Year of training

- Type of qualification
- Industry or occupation

Apprenticeships and traineeships can be full-time, part-time, or school-based - where some training is undertaken while the apprentice or trainee is in high school. However, apprenticeships and traineeships cannot be completed on a casual basis.

Responsibilities

- Employer - responsible for maintaining employment and providing on-the-job-training
- Apprentice/ trainee - responsible for completing their training and maintaining their training record book
- AASN - provides the contract, support and incentives
- RTO - responsible for providing structured training

Difference between an Apprentice and a Trainee

Apprentices are trained in a skilled trade (e.g., electrical, plumbing, cabinetmaking, automotive) and, upon successful completion, become a qualified tradesperson. Apprenticeships generally take up to four years to complete.

Trainees are trained in vocational areas (e.g., business administration, information technology, tourism, surveying etc.) and, upon successful completion, receive a qualification in their chosen vocational area. Traineeships generally take between 12 months and three years to complete.

Types of Apprenticeships and Traineeships

Full-time or part-time

- Full-time apprentices and trainees work and train an average of 38 hours per week and have ongoing employment
- Part-time apprentices and trainees are rostered to work on a regular basis, working and training no less than 15 hours per week, averaged over a four-week cycle
- Existing workers may be employed as an apprentice or trainee in a full-time or part-time capacity
- The nominal term of a part-time apprenticeship or traineeship is generally double that of the full-time apprenticeship or traineeship
 - The nominal term is the amount of time that the apprenticeship or traineeship should take to complete. They can be completed in less time if deemed appropriate.

School-based

School-based apprenticeships and traineeships (SATs) allow high school students in years 11 and 12 to work with an employer as paid employees while studying for their senior certificate. At the same time, students undertake a training qualification with a supervising RTO chosen by both the employer and the student.

Employing a SAT gives you the chance to:

- Recruit keen young staff before they graduate from high school

- Employ and train a young person part-time in your business
- Meet the current and future skills need of your business
- Give a young person realistic exposure to your industry

How does it work?

- Identify a suitable part-time position in your business
- Find a school student willing to undertake a SAT
- Discuss and agree between school, parent, employer and RTO the student's release day(s) for employment and training
- Employ the student directly or be the host employer through a GTO
- Work with the school and RTO to develop and set the training plan
- Mentor and support the student throughout their apprenticeship/traineeship

Adult and mature age

Commencing an apprenticeship or traineeship is the same for all, no matter what age. Older apprentices and trainees may provide maturity, reliability, life experience and knowledge, not only to an employer but to other staff.

A mature age apprentice or trainee's existing skills and experience (gained from education, training, work and life experience) may provide them with credit and may reduce their training time. Recognition of prior learning (RPL) is the formal recognition of these skills and can be discussed with the training organisation when negotiating the training plan.

Mature age apprentices and trainees may earn different wages compared to younger apprentices and trainees. Contact the Fair Work Ombudsman on [13 13 94](tel:131394) to discuss wages.

Employers of mature age apprentices and trainees may attract specific incentives through the Australian Government. Speak to your AASN for more information.

Process for employing an Apprentice or Trainee

1. Identify the need – apprenticeships or traineeship/role and qualification
2. Identify the candidate (or ask the AASN to help find a suitable candidate)
3. Contact an AASN
4. All parties sign the contract (this includes nominating the RTO and confirming the training plan)
5. Apprentice/trainee commences employment with workplace mentoring. Apprentice does both on-and-off the job training.
6. Apprentice/trainee completes training. Apprentice is now considered a qualified tradesperson.

Note: If the apprentice or trainee is employed through a GTO, they may complete their apprenticeship or traineeship with one or more employers.

More information can be found here:

[DESBT - Employers/Apprentices](#)

[Australian Apprenticeships](#)

[Fair Work](#)

Group Training Organisations

Group Training Organisations (GTOs) employ apprentices and trainees and are responsible for ensuring that those employees receive suitable training and experience. To achieve this aim, the GTO will find a suitable 'host' employer for each apprentice or trainee to work with daily.

If you want to employ an apprentice or trainee but cannot guarantee ongoing employment, engaging the services of a GTO could be an option.

As the host employer for an apprentice or trainee, you will pay a fee to the GTO who will:

- Source and screen the right candidate/s
- Manage on-boarding, induction, health and safety and training requirements
- Manage all administration including payroll and reporting requirements

Apprentices and trainees employed by GTOs may spend their entire apprenticeship or traineeship with one host employer or they may be rotated around to several host employers who can each offer a specialised area of training.

In Queensland, GTOs are collectively the largest employer of apprentices and trainees. They provide a service that is well recognised and understood within the community.

Find GTOs here: [GTO Contact List](#)

Pre-employment Programs

In general, pre-employment programs are designed to give participants a better understanding of the industry they are interested in, industry requirements and the attainment of entry-level skills and knowledge to assist them to gain employment in their chosen field.

Most programs will focus on the delivery of skills development, work experience or exposure, mentoring and support to find employment. Many different organisations, government agencies and Jobactive providers offer pre-employment programs that may be tailored to suit individual employer needs so that employers can try-before-they-buy.

CSQ Attract Programs

CSQ seeks to attract a diverse range of new entrants to the building and construction industry as a strategy to meet the changing skills needs of the industry and to replace those leaving the industry.

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. CSQ's programs provide participants with access to work experience and structured workplace learning opportunities to ensure they are job-ready.

CSQ continues 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, understand their pathway options and test their suitability for working in the industry
- Frontload individuals with training and experience that will assist them to start a career

Contact [CSQ](#) to find out about more about their pre-employment programs.

Skilling Queenslanders for Work

The Queensland Government's Skilling Queenslanders for Work (SQW) initiative represents a significant investment of \$420 million over 6 years to support up to 54,000 Queenslanders into work.

SQW funds training and support for unemployed or underemployed people, with a focus on young people (including those in and transitioning from out-of-home care), Aboriginal and Torres Strait Islander people, people with disability, mature-age job seekers, women re-entering the workforce, veterans and ex-service personnel, and people from culturally and linguistically diverse backgrounds.

SQW projects are funded under the following five programs:

- Community Work Skills
- Work Skills Traineeships
- Get Set for Work
- Ready for Work
- Youth Skills

Incentives are available for employers who recruit Queensland job seekers as part of the Queensland Government's SQW initiatives.

Employers also have the opportunity to support and participate in local SQW training projects designed to equip job seekers with the skills, qualifications and experience needed to enter and stay in the workforce.

Find out more here: [DESBT - SQW](#)

DATSIP Youth Employment Program

The Youth Employment Program (YEP) is an employment support program for young Aboriginal and Torres Strait Islander people who are finishing high school and looking for work or considering further education.

Employers looking to engage Aboriginal and Torres Strait Islander school leavers can find out more here: [DSDSATSIP YEP Program](#)

Schools

Every year Queensland secondary schools supply industry with the next cohort of new entrants/job seekers/career seekers. Proactive schools see industry as their customer and graduating students as potential employees. Many schools have good working relationships with industry, often participating in pre-employment programs where both the student and a potential employer can 'try-before-they-buy.'

Additionally, school-based apprentices and trainees (SATs) can be a great source of young keen talent for your business. If you are interested in employing a SAT, contact an AASN who can help you to find a suitable candidate.

Find an AASN here: [Australian Apprenticeship Network Queensland](#)

See information about SATs under **Employing an Apprentice or Trainee** section in this document.

Indigenous Workforce

There is a range of government incentives, programs and packages available to support businesses to recruit and retain Indigenous workers.

For more information see the **Indigenous Engagement** section of this document.

Disability Employment Services

Many industries are experiencing skill and labour shortages, especially in growth areas. Increasingly, employers need to consider accessing a diverse range of skilled and talented people and welcome a diverse workforce including talent with disability.

Disability Employment Services is a national network of organisations funded by the Australian Government to help employers recruit and retain employees with disability.

Providers offer a range of free services to employers of people with disability, injury or health condition including:

- Professional recruitment advice and job matching
- Help with job design for employees with disability
- On-the-job or off-site support to ensure new employees with disability settle into their job
- Ongoing support for as long as it is required, for employees and employers who require support to maintain their employment
- Training information and awareness activities for employers and staff
- Help for employees whose job may be in jeopardy as a result of their disability
- Wage incentives

A list of Disability Employment Services providers in your area can be found at the Australian JobSearch website: [Job Search](#)

The Department of Social Services has an employer's guide to [Employing Someone with a Disability](#)

Jobactive Network

Jobactive is the Australian Government's way to connect job seekers with employers and is delivered by a network of Jobactive providers in over 1,700 locations across Australia.

The Jobactive website has some features to help employers find the right person.

Employers can:

- Advertise at no cost without approval delays with auto-activation of vacancies
- Search for candidates based on criteria in their advertisement
- Achieve high visibility for their jobs - with thousands of people visiting Jobsearch each month
- Access a personalised Employer Dashboard

You can find a provider in your area here: [Jobactive Providers](#)

Indigenous Engagement

There is an increased priority across the building and construction industry for contractors to engage, recruit and retain Indigenous workers and access an Indigenous supply chain.

There are also contractual requirements on selected government infrastructure projects and private projects that require the prioritisation of engaging Indigenous workers and Indigenous businesses on the project outlined in the Queensland Building and Construction Industry Training Policy and the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy.

For more information on the policies noted above, see the **Queensland Government Procurement** section of this document.

It can be complex and challenging for contractors to know where to start and where to get support. There are organisations and government agencies that specialise in supporting businesses to develop appropriate and effective strategies to engage Indigenous workers and procure goods and services from Indigenous businesses.

Support for contractors may include:

- Assistance to recruit work-ready, skilled Indigenous workers
- Connections to Indigenous businesses
- Engagement with Indigenous groups – Communities, Traditional Owners, Councils
- Help to navigate contractual requirements
- Support to understand and respond to cultural issues

Employing Indigenous Workers

It is well documented that workplaces that embrace a diverse and inclusive workforce, create environments for creativity, innovation, productivity and sustainable futures. Employing Aboriginal and Torres Strait Islander Queenslanders can provide many business benefits, including access to employment incentives, training and support, and access to job-ready applicants.

Find links below to agencies, organisations and resources that can support your business to engage Indigenous workers:

[Business Queensland - Indigenous Employment](#)

[Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships](#)

[Vocational Training and Employment Centres \(VTECs\)](#)

[Australian Government Indigenous Recruitment Guide](#)

[Fair Work Ombudsman - Indigenous Employment](#)

Indigenous Business Procurement

Research indicates that supplier diversity has significant and measurable long-term business benefits including increased sustainability, flexibility and innovation. If your business is looking to engage the services and or supply of goods from Indigenous businesses there are government agencies, organisations, services and support to help you achieve long term relationships.

Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships

The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) have a range of services available to support organisations to engage Indigenous businesses. You can make initial contact with their team by emailing enquiries@dstdsatsip.qld.gov.au.

They also have offices in regional centres, find them here: [DSDSATSIP Regional Centres](#).

Black Business Finder

Black Business Finder (BBF) is an online database established to allow Aboriginal and Torres Strait Islander businesses to be involved and benefit from the rapidly expanding major project program currently underway in Queensland.

The Queensland Government commissioned the Industry Capability Network (ICN) Queensland, a division of Queensland Manufacturing Institute (QMI) Solutions, to develop the BBF database and link to ICN's comprehensive national listing of major projects - through an online tool called ICN Gateway.

Importantly the BBF is a resource for major project owners to source Indigenous businesses to get involved in providing goods and services for major projects throughout Queensland. This is good for Indigenous businesses and good for major projects.

Businesses registered on Black Business Finder must fit one of the following categories:

- A business that is majority-owned by Aboriginal or Torres Strait Islander people
- A business that is 50% owned by Aboriginal or Torres Strait Islander people
- A non-Indigenous business that employees at least 75% of Aboriginal or Torres Strait Islander workers
- An equal Joint Venture agreement with a majority-owned Aboriginal or Torres Strait Islander business entity

Find out more here: [Black Business Finder](#)

Supply Nation

Supply Nation provides a database of verified Indigenous businesses. Supply Nation works to connect Indigenous businesses with corporate, government and not-for-profit organisations in every state and territory. They can also assist your organisation to develop a Reconciliation Action Plan (RAP) and measure your Corporate Social Responsibility impact.

Found out about Supply Nation here: [Supply Nation](#)

Reconciliation Action Plans

A Reconciliation Action Plan (RAP) is a strategic document that supports an organisation's business plan. It includes practical actions that will drive an organisation's contribution to reconciliation both internally and in the communities in which it operates.

A RAP is not compulsory, but many organisations are developing RAPs to assist their organisation to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

Workplaces can be supported by Reconciliation Australia to develop one of four types of RAP — Reflect, Innovate, Stretch or Elevate. Each of the four RAP types set out the minimum elements

required from your organisation to build strong relationships, respect and opportunities within your organisation and community.

Find out more here: [Reconciliation Australia](#)

Indigenous Land Use Agreements

Indigenous Land Use Agreements (ILUAs) are contracts entered into under the Native Title Act (Cth) 1993 by native title groups and other parties concerning an area of land or water where native title has been determined or where native title is claimed to exist. ILUAs are legally binding when registered with the National Native Title Tribunal (NNTT) and can cover issues such as:

- Future development of land
- Access to land and water sources
- Mining
- Cultural heritage
- Employment opportunities for the native title group

It also preserves the non-extinguishment of native title principle and allows for compensation in the event of future acts that breach the conditions of the ILUA.

For more information contact: [NNTT](#)

Native Title Group

A Native Title Group is either a registered Native Title Group or a Claimant Group. They can also be referred to as a 'Prescribed Body Corporate' or 'Registered Native Title Bodies Corporate' depending on their registration status. It is an Indigenous nation or clan group that has claimed Native Title, which may or may not yet be determined by the National Native Title Tribunal (NNTT). The Native Title Group can negotiate and enter an ILUA with other entities on the land and water over which there is a Native Title claim.

For more information contact: [NNTT](#)

Vocational Education and Training

A skilled workforce is vital for Australia's economic viability. Industry, through their work with Skills Service Organisations, shape Vocational Education and Training (VET) in Australia to ensure that individuals gain the skills and knowledge that industry needs.

VET that is delivered in Australia is grouped by training packages that align with industry skills requirements.

VET provides practical skills and knowledge for individuals to:

- Join the workforce for the first time
- Re-join the workforce
- Gain an apprenticeship or traineeship
- Enter tertiary study
- Advance professional development

The Australian Skills Quality Authority (ASQA) is the governing body responsible for ensuring that VET is delivered by RTOs that provide students with the required skills and competencies for employment.

Registered Training Organisations

RTOs provide quality training and qualifications that are nationally recognised. There are currently around 4000 RTOs in Australia.

Only RTOs can:

- Deliver nationally recognised courses
- Deliver accredited Australian Qualifications Framework (AQF) VET qualifications
- Apply for Australian, state and territory funding to provide VET

RTOs can offer qualifications at the following levels:

- Certificates I, II, III and IV
- Diploma
- Advanced Diploma
- Graduate Certificate
- Graduate Diploma

RTOs can include:

- Technical and further education (TAFE) institutes
- Adult and community education providers
- Agricultural colleges
- Private providers
- Community organisations
- Industry skill centres
- Commercial and enterprise training providers
- Some universities and schools

VET is provided through a network of eight state and territory governments and the Australian Government, along with industry, public and private training providers. These organisations work together to provide nationally consistent training across Australia.

You can search the national register to find an RTO that delivers training for your industry in your region.

The national register [Training.gov.au](https://training.gov.au) maintains a complete list of RTOs.

(Australian Government Australian Skills Quality Authority, n.d.)

CSQ

CSQ - Industry and Small Business

Through its Annual Training Plan (ATP), CSQ provides the Queensland building and construction industry with skilling opportunities and insights for a stronger and more sustainable future.

CSQ programs and services focus on attracting new entrants and developing and retaining existing workers to underpin the future prosperity of building and construction in Queensland.

CSQ also provide industry with the most up-to-date thinking on construction skills and training matters as well as research, data and analysis on the drivers that will impact current and future workforce requirements.

To help the construction workforce prepare for and respond to emerging issues and opportunities, CSQ works with industry partners to identify and support strategic and innovative skilling solutions.

Find out more here: [CSQ Industry and Small Business](#)

Subsidised Training

CSQ funds up to 75% of training costs across a range of courses (short courses and higher-level certificate qualifications) removing much of the cost barrier to upskilling staff. CSQ's subsidised training assists in building the workforce capacity of the building and construction industry through targeted skills investment.

CSQ programs provide funding to eligible RTOs to deliver building and construction qualifications and short courses to existing workers, those who are currently under-employed, or those that are out of work in the building and construction industry.

You can search CSQ funded courses and find RTOs in your region here: [CSQ Course Selector](#)

Regional Engagement

CSQ has a long history of engagement across the following Queensland regions:

- Central
- Greater Brisbane
- Far North
- Northern
- Darling Downs – Toowoomba
- Gold Coast
- Mackay – Whitsundays
- North West
- South West
- Sunshine Coast
- Wide Bay

Activities in each of these regions include:

- Maintaining a dedicated Industry Engagement Manager for each region
- Supporting local construction industry stakeholders through access to CSQ programs and services including:
 - Try'a Trade
 - Try'a Skill
 - Gateways to Industry Schools Program (Gateways)
 - Trade Ready
- Linking the construction industry to CSQ preferred supplier RTOs in each region
- Supporting businesses to develop the capability of their workforce

Find out more about CSQ and connect with your region's Industry Engagement Manager here: [CSQ Industry Engagement Team](#).

Legislation and Regulation

If you run a business in the building and construction industry, you must know the relevant legislation, licence and permit requirements, along with other business requirements.

Legislation simply means the legal requirements for operating in your industry and the punishment for violating the law.

Some of the key legislation for the building and construction industry includes:

- Competition and Consumer Act 2010
- Australian Consumer Law (ACL)
- National Construction Code
- Disability (Access to Premises-Buildings) Standards 2010
- National Prequalification System for Civil (Road and Bridge) Construction Contracts
- Environment Protection and Biodiversity Conservation Act 1999
- Heritage protection
- National Native title Tribunal

If you are operating in Queensland you can find out more about the legal requirements for your business here: [Business Queensland - Legal Requirements](#)

(Queensland Government Business Queensland , 2017)

Health, Safety and Environment

All businesses are responsible for health, safety and environmental (HSE) management within the remit of their business operation.

Workplace health and safety

All businesses must comply with general workplace health and safety (WHS) regulations.

You can familiarise yourself with the Work Health and Safety Act 2011, here:

[Legislation Qld - WHS Act \(2011\)](#)

The building and construction industry also has state specific WHS requirements. These include:

- Induction cards (white card)
- Asbestos training (act)
- Approved clothing
- Managing noise
- Preventing falls
- Electrical safety
- Excavation work
- Demolition work
- High-risk building work
- Sun safety and heat stress

You can find out more about state specific WHS requirements here: [Safe Work Australia](#)

Environment

All businesses have a legal duty to meet general environmental protection obligations and to manage environmental issues.

Environmental management in Australia is governed by the Environmental Protection Act 1994, which lists obligations and offences to prevent environmental harm, nuisances and contamination.

Find the Act here: [Environmental Protection Act 1994](#)

The two primary duties that apply to everyone in Queensland are the:

- **General environmental duty** - not to carry out an activity that may cause harm without taking measures to prevent or minimise the harm.
- **Duty to notify of environmental harm** - to inform the relevant authority and landowners when environmental harm has occurred or might occur.

You can find more information about environmental management for your business including, obligations, duties, codes of practice and more, here: [Business Qld - The Environment and Your Business](#)

You will also find useful information at the Department of Environment and Science website: [Department of Environment and Science](#)

Licenses and Permits

State or territory governments manage the licences and permits for the building and construction industry.

You can use the Australian Government, business website, to search for legislation that relates specifically to your business within the building and construction industry.

Find out more here: [Business.gov - Building and Construction Industry](#)

Regulators

Queensland Building and Construction Commission

The Queensland Building and Construction Commission (QBCC) supports the Queensland building and construction industry through providing information, advice and regulation to ensure the maintenance of proper building standards and remedies for defective building work.

QBCC also issues licences for builders, trade contractors, plumbers, drainers, fire protection workers, pool safety inspectors and building certifiers.

The QBCC is a statutory body and is part of the portfolio of the Minister for Communities, Housing and Digital Economy (DCHDE). It was established under the Queensland Building and Construction Commission Act 1991 (QBCC Act) to regulate the building industry.

They are responsible for the administration of the following Acts, including their subordinate legislation:

- Building Act 1975 (Building Act)
- Building Industry Fairness (Security of Payment) Act 2017 (BIF Act)
- Plumbing and Drainage Act 2002 (PD Act)
- Queensland Building and Construction Commission Act 1991 (QBCC Act)

The abovementioned Acts set out the requirements, responsibilities and entitlements of industry participants and stakeholders, as well as the QBCC's powers and jurisdiction.

QBCC have centres located throughout Queensland including Brisbane, Gold Coast, Sunshine Coast, Toowoomba, Maryborough, Rockhampton, Mackay, Townsville and Cairns.

Find out more here: [Queensland Building and Construction Commission](#)

Office of Industrial Relations

Office of Industrial Relations (OIR) provides a range of services including:

- Targeted initiatives that engage with workers, business and the community to build safe and fair workplaces
- Ensuring compliance with work health and safety, electrical safety, industrial relations and workers' compensation regulatory frameworks and taking any necessary enforcement action
- Managing registration, licensing, certification and accreditation regimes for workplaces and electrical safety

The OIR strive to achieve:

- The lowest rate of work-related and electrical fatality, injury and disease in Australia
- Improved workers' compensation regulatory services
- A fair industrial relations framework in Queensland

The OIR is responsible for the following portfolios:

- **Workplace Health and Safety Queensland (WHSQ)**

- WHSQ enforces work health and safety laws, investigates workplace fatalities, serious injuries, prosecutes breaches of legislation and educates employees and employers on their legal obligations
- **Electrical Safety Office**
 - Advisory and enforcement activities to promote compliance with electrical safety laws and standards
 - Information, education and training activities to help reduce the risk of death and injury from electrocution, fire and explosion and improve electrical safety
 - Managing registration, licensing, approval (electrical equipment) and accreditation regimes
- **Workers' Compensation Regulator**
 - Monitoring the compliance and performance of insurers and deciding self-insurance applications
 - Dispute resolution, such as reviewing insurers' decisions, managing appeals against the regulator and supporting the efficient administration of the medical assessment tribunal
 - Providing information and education to stakeholders to ensure a fair and efficient scheme that balances the needs of workers and employers and facilitates a return to work after an injury
- **Industrial Relations**
 - Advocacy, advice, and support to government agencies, including government-owned corporations, on public sector industrial relations matters and bargaining
 - Policy, legislation and research advice on state and national industrial relations matters
 - Compliance and information services on Queensland's industrial relations laws for state and local government, long service leave, child employment and trading hours
 - Licensing and compliance services to protect vulnerable labour-hire workers and promote the integrity of the labour-hire industry in Queensland

Find out more here: [Office of Industrial Relations](#)

Fair Work Ombudsman

The Fair Work Ombudsman is an independent statutory office whose purpose is to promote harmonious, productive, cooperative and compliant workplace relations in Australia. Their services are free to all workers and employers in Australia.

The office of the Fair Work Ombudsman has responsibilities set by the Fair Work Act 2009 which include:

- Provide education, assistance, advice and guidance to employers, employees, outworkers, outworker entities and organisations
- Promote and monitor compliance with workplace laws
- Inquire into and investigate breaches of the Fair Work Act
- Take appropriate enforcement action
- Monitor certain 457 and 482 subclass visa arrangements
- Perform statutory functions efficiently, effectively, economically and ethically

Find out more about Fair Work here: [Fair Work](#)

Government Departments

In Australia, each government department has its departmental website with ministers and parliamentary secretaries often having their websites as well. Within each portfolio, there can be numerous agency and program websites.

Below are a few government departments that may provide support services, advice, information and procurement opportunities to the building and construction industry:

Department of Communities, Housing and Digital Economy

The Department of Communities, Housing and Digital Economy (DCHDE) is a ministerial department within the Queensland Government, tasked with providing housing (including homelessness and building standards), sport, digital technology, and urban design and architecture services to Queensland individuals and businesses. DCHDE is also responsible for providing procurement, office space and digital services to Queensland Government departments.

Find out more here: [Department of Communities, Housing and Digital Economy](#)

Transport and Main Roads

The Department of Transport and Main Roads (TMR) is responsible for planning, managing and delivering Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

TMR delivers its portfolio across the following areas:

- Licensing
- Registration
- Safety
- Travel and transport
- Projects
- Business and industry
- Community and environment

Find out more here: [Transport and Main Roads](#)

RoadTek

RoadTek provides transport infrastructure solutions throughout Queensland as a commercial business within TMR, specialising in delivering technically difficult, hard-to-scope, high risk and short-lead-time projects for both state and local governments. RoadTek provides a range of transport infrastructure solutions and services, including civil construction and maintenance, traffic—electrical—services (including intelligent transport systems and intersection design), line marking services, emergency response to disruptive events and infrastructure failures.

Find out more here: [RoadTek](#)

Department of Employment, Small Business and Training

The Department of Employment, Small Business and Training (DESBT) was established in December 2017 with responsibilities for employment, small business and training. DESBT provides advice, support and programs across three portfolios.

- **Employment** - deliver programs to get people back to work and support business to employ and assist jobseekers
- **Small Business** - help small businesses to start, grow and employ through grants and support programs
- **Training** - connect people to quality training and skills to prepare them for work now and in the future

Find out more here: [Department of Employment, Small Business and Training](#)

Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships

The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) provides whole-of-government leadership in Aboriginal and Torres Strait Islander policy, coordination and monitoring, and the delivery of services to Aboriginal and Torres Strait Islander Queenslanders.

This includes key policy and program initiatives in the areas of social policy; employment and business development; land tenure resolution, home ownership, housing and land development in remote communities; integrated infrastructure coordination and delivery in remote communities; cultural heritage; cultural capability and engagement; reconciliation; community and personal histories services.

Find out more here: [Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships](#)

Department of State Development, Infrastructure, Local Government and Planning

The Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) has recently changed its name, formerly known as the Department of State Development, Tourism and Innovation (DSDTI).

Key priorities for DSDILGP include helping the government to 'create jobs in a strong economy', 'keep Queenslanders healthy', 'protect the Great Barrier Reef' and 'be a responsive government'.

Key strategies include:

- Attract and facilitate investment aligned with Queensland's economic strategy, including private sector investment in key sectors and emerging industries to stimulate economic growth and create jobs
- Create the conditions for sustainable economic and jobs growth by facilitating a pipeline of public and private infrastructure
- Provide planning leadership and contemporary planning framework that supports the use of land, connects communities, balances development with long-term environmental sustainability and encourages active lifestyles

- Provide easy-to-use services and help stakeholders to navigate policy and legislative requirements effectively

Find out more here: [State Development, Infrastructure, Local Government and Planning](#)

Economic Development

Economic Development Queensland

Economic Development Queensland (EDQ) is the Queensland Government's specialist land use planning and property development unit within the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP). EDQ works with local governments, industry and the community to create places and investment opportunities for Queenslanders. EDQ leads and delivers infrastructure and property projects for Queensland's economic benefit, and drives a range of development projects including:

- Large complex urban sites which support renewal
- Regional residential projects which respond to community need
- Industrial activities which generate on-going employment opportunities
- Infrastructure projects which encourage further development
- Economic Development Queensland operates under the Economic Development Act 2012

Find out more here: [Economic Development Queensland](#)

Regional Development Australia

The RDA is an Australian Government initiative that brings together all levels of government to support the development of regional Australia. It is funded by the Australian Government and by state, territory and local governments in some jurisdictions. It is administered by the Department of Infrastructure, Transport, Regional Development and Communications.

RDA is a national network of 52 committees made up of local leaders who work with all levels of government, business and community groups to support the development of their regions.

Committee members are local people developing local solutions to local issues. They build partnerships to develop strategies and deliver sustainable infrastructure and services to their regions.

Find out more here: [Regional Development Australia](#)

Industry Associations

Apprentice Employment Network

The Apprentice Employment Network is an organisation that exists to provide support to the trades industry in helping apprentices and trainees find work, and businesses find employees. The Apprentice Employment Network is committed to supporting, informing and connecting apprentices and trainees with employers.

Find out more here: [Apprentice Employment Network](#)

Australian Brick and Block Training Foundation (ABBTF)

ABBTF is an Australian not-for-profit organisation helping young Australians build a career in bricklaying. Their mission is to ensure there is an adequate and competent brick and block-laying workforce to support the demand for bricks and blocks as a construction material and to improve the standing of brick and block-layers within the industry.

Find out more here: [Australian Brick and Block Training Foundation](#)

Australian Industry Group (AI Group)

AI Group is a peak national employer organisation representing traditional, innovative and emerging industry sectors. Together with partner organisations, they represent the interests of more than 60,000 businesses employing more than 1 million staff. Their members are small and large businesses in sectors including manufacturing, construction, engineering, transport & logistics, labour-hire, mining services, the defence industry, civil airlines and ICT.

Find out more here: [Australian Industry Group](#)

Australian Wall and Ceiling Industries Queensland (AWCIQ)

The Peak Body for Queensland's Wall and Ceiling Industries is a grouping of Building Industry organisations, including contractors, tradesmen, trainees, manufacturers and suppliers, established to represent the interests of members for the installation of ceiling, wall and lining sheeting, facade and cladding systems and related products.

Find out more here: [Australian Wall and Ceiling Industries Queensland](#)

Chamber of Commerce & Industry Queensland (CCIQ)

CCIQ's goal is to make Queensland the best place in the world to do business.

They believe supporting free trade is the best way to grow Qld's economy, create more jobs and raise the living standards of every Queenslanders. They listen to business owners, understand needs, and make sure governments are held accountable for creating the right conditions for business to thrive.

Proceeds of membership investment are put back into lobbying activities which speak up for Queensland business as a whole.

Find out more here: [Chamber of Commerce and Industry Queensland](#)

Civil Contractors Federation Queensland (CCF QLD)

CCF QLD represents the interests of the civil construction industry in Queensland and aims to enhance the prosperity of its members. They provide industry with assistance, expertise and support on industry issues. CCF QLD advocates for the interests of the industry to all levels of government. They have branches in all states and territories, as well as a National Office. CCF QLD has two Queensland Civil Industry Training Centres (QCITC) located in Brisbane and Townsville.

Find out more here: [Civil Contractors Federation Queensland](#)

Demolition and Asbestos Industry Association Qld (DAIA)

DAIA promotes safe work practices for the demolition, asbestos removal, recycling and associated industries and the diversion of waste from landfill achieved through increased recycling of valuable resources and materials resulting from relocation and deconstruction activities. They encourage and

promote a high standard of service, workmanship and integrity within the demolition and asbestos removal and recycling industries.

Their membership includes individuals, kindred associations, government agencies, demolition contractors & yards, recycling facilities, landfill operators, earth-moving contractors, asbestos removal contractors, consultants, testing laboratories, machinery and equipment suppliers and labour-hire and training organisations, and other associated professionals.

Find out more here: [Demolition and Asbestos Industry Association](#)

Engineers Australia (EA)

Engineers Australia is the largest and most diverse body of engineers in Australia. They are Australia's principal engineering association and serve and represent around 100,000 professionals at every level, across all fields of practice. They are committed to advancing engineering and the professional development of members. The Queensland Division within the Brisbane office serves the engineering community in Queensland and is led collaboratively by a General Manager and a Division Committee comprising local volunteer members.

Find out more here: [Engineers Australia - Queensland Division](#)

Housing Industry Association (HIA)

HIA is the official body of Australia's home building industry. As the only national industry association for Australian building professionals, HIA represents the interests of the housing industry at regional and national levels. The extensive membership program supports residential builders, trade contractors, developers, design professionals, kitchen and bathroom specialists, manufacturers and suppliers. Find out more here: [Housing Industry Association](#)

Master Builders QLD (MBAQ)

With more than 8,500 members, Master Builders is the peak industry association representing building and construction in Queensland. Members are supported to operate professional and profitable businesses that deliver superior quality outcomes to their customers. Members are informed with regular updates on changes to laws, codes and regulations, employment and wages, and health, safety and environment.

Find out more here: [Master Builders Queensland](#)

Master Concreters Australia (MCA)

Master Concreters Australia was established in August 2006 to provide a voice for the many contractors working in the concreting industry. The organisation also represents concrete pumpers, saw cutters, steel fixers and form workers.

They aim to raise the standard of the concrete industry through the delivery of industry training, seminars, educational sessions, access to technical information and advisory support to members. Master Concreters also performs an advocacy role, engaging various organisations and Governments at the State and Federal level on issues that affect their members and their industry.

Find out more here: [Master Concreters Australia](#)

Master Electricians Australia (MEA)

Master Electricians Australia connects electrical contractors with local services to build business success, providing industry development and representation across Australia. Members are

supported by the delivery of industry advice, expertise and services. Their mission is to champion safety, excellence, trust and confidence in the electrical industry and community.

Find out more here: [Master Electricians Australia](#)

Master Painters Association (MPA)

MPA is Queensland's peak representative body for the painting and decorating industry. As a not-for-profit organisation, MPA represents the interests of all individuals and companies operating within Queensland's painting and decorating industry and encourage and recognise the highest standards of craftsmanship and ethical business practices.

Find out more here: [Master Painters Association](#)

Master Plumbers' Association of QLD (MPAQ)

MPAQ is the peak industry body representing plumbing contractors throughout Queensland, from sole operators through to medium-sized plumbing businesses and large contracting firms. MPAQ represents the plumbing industry at both state and national levels.

Find out more here: [Master Plumbers Association Queensland](#)

National Association of Women in Construction (NAWIC)

NAWIC is a not-for-profit organisation whose mission is to champion and empower women in the construction and related industries to reach their full potential. NAWIC provides a forum for its members to meet and exchange information, ideas and solutions.

NAWIC offers members an opportunity to expand personal and business networks, maintain awareness of industry developments, improve skills and knowledge and contribute to other women in the construction industry. Find out more here: [National Association of Women in Construction](#)

National Electrical and Communications Association

NECA is the peak industry body representing the interests of the electrical and communications contracting industry across Australia. They have close to 5,000 member organisations whose members employ around 100,000 people. NECA is run by contractors, for contractors, and represents members in all states and territories of Australia.

NECA has state and territory-based Chapters which provide members with a package of core services built around industrial relations, workplace, health & safety, technical support, training & development, Apprentice training & support, legal advice, assistance and representation.

Find out more here: [National Electrical and Communications Association](#)

National Fire Industry Association (NFIA)

NFIA is an Australia-wide community of Fire Protection contractors and their people, suppliers, friends and stakeholders representing a wide and varied membership from small sub-contractor through to large Australia-wide construction and service businesses. NFIA's mission is to partner with its members to improve training for the fire protection workforce, improve the quality of fire protection work undertaken and lift the professionalism of the industry.

Find out more here: [National Fire Industry Association](#)

Supporting and Linking Tradeswomen (SALT)

SALT is a non-profit incorporated organisation, which began to provide a support network for tradeswomen, apprentices and women who wish to enter the trades. SALT also provides mentoring for tradeswomen, advocacy to change attitudes towards women working in the trades and promotion of women in the trades.

They have chapters and meeting groups in New South Wales, Victoria, Australian Capital Territory, Queensland and South Australia.

Find out more here: [Supporting and Linking Tradeswomen](#)

Urban Development Industry Association (UDIA)

The UDIA is a member-based association that represents Australia's property industry. They engage with Federal, State and Local Governments and their agencies on issues critical to the industry – covering tax, population, infrastructure, land use planning and beyond.

UDIA aims to:

- Promote the achievement of high standards of urban development
- Promote respect for the inherited and natural environment, while creating quality, dynamic, built environments
- Ensure the skills that make up the membership of the Institute will be applied to principles of good planning, efficient land utilisation and sustainability of resources for future generations
- Deliver a broad range of ongoing education and research programs to support and assist the industry and for the benefit of others associated with the urban development industry
- Promote a greater understanding in the community of the role and the achievements of the industry

Find out more here: [Urban Development Institute of Australia](#)

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