

CASE STUDY



Regional workforce planning

/ Central Queensland

With \$4B worth of infrastructure projects planned between 2019 to 2025, CSQ worked in partnership with Capricorn Enterprise and principal contractors of major projects to develop the Central Queensland Regional Workforce Plan (the plan).

The plan provides insights into workforce demand and skilling requirements for major projects in the region. It supports engaging the local community in employment and training and builds capability of local business to benefit from unprecedented opportunities.



- / Increased development capability
- / Increased awareness of training support
- / Local skilling opportunities
- / Cross-project collaboration
- / Targeted subsidised training support

Testimonials

“With CSQ’s assistance, contractors across the region were able to identify the broader implications of multiple projects running simultaneously and adequately prepare their workforces. Our participation in the workforce planning process not only helped us to recognise potential issues before they arose, but it also linked us to major projects funding. This was a gamechanger and the results were tangible. We would engage CSQ and in return, our workers would receive (oftentimes fully subsidised) training. Working with CSQ was a no-brainer and we would recommend their services to our peers without hesitation.”

– **James Foreman, Project Director, Laing O’Rourke**

“CSQ’s involvement was critical in mapping out the supply chain logistics and skilling requirements of multiple regional projects running concurrently. Without their involvement, we simply would not have been able to get to where we are right now. We consider CSQ to be a major partner in our networks moving forward and would urge other regional tourism and economic development organisations to enjoy the same collaboration we have with CSQ.”

– **Mary Carroll, CEO, Capricorn Enterprise**

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Objectives

The objective of the project was to work with Capricorn Enterprise as a focal point for principal contractors in the region to provide regional workforce planning expertise and identify skilling and workforce development solutions to a range of issues being experienced by major construction projects in Central Queensland.

Key focus areas included:

- workforce planning expertise in Central Queensland
- collective voice to attract talent to the region
- centralised apprentice and trainee recruitment
- project support to navigate the training system, procurement policy and legislation
- building local community and business capability
- opportunities for Indigenous participation across the projects.

Activities

CSQ and Capricorn Enterprise, via the Central Major Projects Workforce Alliance (CQMPWA), worked collaboratively with a network of principal contractors to establish a collective voice to address issues in the region.

Key activities included:

- environmental scanning to understand the demography, makeup of the labour force and construction activity
- development of occupational demand profiles (ODPs) for seven major projects to understand the workforce profile of the projects
- development of a workforce plan to address workforce attraction, retention and engagement with the local community and businesses, including the Indigenous community.

The CQMPWA met regularly using the plan to:

- attract suitably skilled workers to the region
- create pathways to employment and training for the local community
- educate and support subcontractors on how to engage with project opportunities
- leverage the purchasing power of members to collectively procure training for workers across the major projects.

Outcomes

CSQ regional workforce planning for Central Queensland facilitated:

- increased workforce planning and development capability across the major projects
- increased awareness of the key elements of the training sector, and support available to projects
- design and implementation of local skilling opportunities
- creation of the CSQ Central Queensland Subbie Guide (available on the CSQ website)
- cross-project collaboration, delivering outcomes in addition to workforce skilling
- targeted subsidised training support through CSQ's Major Projects Training Program.

