BUILDING A SKILLED WORKFORCE FOR THE FUTURE.

Annual Training Plan

2016-2017
Introducing our Annual Training Plan 2016-17: Upskilling to adapt to technology and drive productivity

The construction workforce has become significantly more qualified over the last 30 years.

Technology has been a major catalyst of this trend, which is set to accelerate rapidly over the coming decades, bringing big productivity gains.

Given the construction industry’s importance to the economy—it is the single greatest contributor to Queensland’s economic output—productivity is not something we can afford to ignore. The productivity of the construction industry will play a big part in our future prosperity.

Construction workers will be front-and-centre in the drive for productivity gains and while there are a number of key drivers, perhaps none are more important than technology and skills development. Technology makes it possible for us to do more with less. Think about the time-savings gifted by the nail gun, or the efficiencies opened up by the crane. 3D printing, BIM and modular buildings look set to take centre stage in the coming years as more technology arrives on site.

But for technology to drive productivity, we need people who can drive the technology. This is where skills development steps into the picture. No productivity gains can be made on a construction site full of cutting-edge machinery that no one can operate. Machines will not do the work alone.

For the last 30 years, the size of our low-skilled construction workforce has been moving sideways while the number of higher skilled workers has been rocketing upward.

Technology is likely to have been a major catalyst for this shift – as more sophisticated technologies and processes are introduced on construction sites, workers need higher levels of training.

So what does this mean for the future? How will job profiles change and what new skills will be required to do them?

One skill set likely to be coveted in the future is complex communication. The sophistication of the future construction site will put a premium on information exchange. Smart as they are, machines look unlikely to eclipse humans in this domain anytime soon - human roles on construction sites will remain critical.

Once it was enough to find someone ‘good with their hands’, however future employers will be looking for people who are ‘good with their keyboards and good with their words’ as well.

The best way to find these people is to continue to invest in skills for our industry. With forward planning, we can respond to the short-term challenges while planning our long-term workforce.

Ongoing market changes are now the new normal, so it is more important than ever to focus on attracting, developing and retaining a nimble and dynamic workforce. This is our priority at CSQ and we are committed to our vision of a skilled workforce that meets the evolving needs of Queensland’s building and construction industry.

Graham Carpenter
Chairman

Chair’s Foreword

For the last 30 years, the size of our low-skilled construction workforce has been moving sideways while the number of higher skilled workers has been rocketing upward.

Technology is likely to have been a major catalyst for this shift – as more sophisticated technologies and processes are introduced on construction sites, workers need higher levels of training.

So what does this mean for the future? How will job profiles change and what new skills will be required to do them?

One skill set likely to be coveted in the future is complex communication. The sophistication of the future construction site will put a premium on information exchange. Smart as they are, machines look unlikely to eclipse humans in this domain anytime soon - human roles on construction sites will remain critical.

Once it was enough to find someone ‘good with their hands’, however future employers will be looking for people who are ‘good with their keyboards and good with their words’ as well.

The best way to find these people is to continue to invest in skills for our industry. With forward planning, we can respond to the short-term challenges while planning our long-term workforce.

Ongoing market changes are now the new normal, so it is more important than ever to focus on attracting, developing and retaining a nimble and dynamic workforce. This is our priority at CSQ and we are committed to our vision of a skilled workforce that meets the evolving needs of Queensland’s building and construction industry.

Graham Carpenter
Chairman
Contents

01. Introduction .................................................. 4
02. Industry Outlook ........................................... 6
03. Industry Consultation ..................................... 7
04. Annual Training Plan Budget ............................. 8
05. CSQ’s Priorities ............................................. 10
06. 2016-17 Programs and Services ......................... 12
07. About CSQ .................................................. 22
The construction industry is now entering a new phase, with the Queensland Major Contractors Association and CSQ 2016 Major Projects Report predicting a revival in non-mining sectors over the next few years.

Queensland’s construction upswing is anticipated to occur at a time when other Australian states will also be increasing their levels of major project investment - this is good news for the country, however this could lead to increasing competition for our skilled workers. Growth will continue to place demand on our workforce so we need to remain vigilant about skills development, attracting new people to the industry and retaining our skilled workers. We know that investing in skills and training helps to even out the boom/bust cycle, creating a smoother and safer ride for us all.

Despite market inconsistencies, there are some exciting large-scale projects in the pipeline and we see a strong future in the longer term as we return back to normal sector growth levels. Market cycles will always dictate workflow, but the more we can plan and upskill, the more stability we can contribute to workers and the economy.

At CSQ we have several exciting projects for the industry. Our Career Pathways programs and services will provide job seekers and career changers with a clearly defined pathway for a career in the industry. Our Farsight Project, which is a partnership with the CSIRO, will help us predict how the role of the construction worker will evolve over the next 20 years.

CSQ’s Career Pathways will be an important and independent resource for prospective job seekers and career changers, adding a new level of professionalism to the industry.

Career Pathways will help individuals to access the right information to help them make an informed choice about training and employment options and future work prospects – and will help to ensure better worker retention in the industry.

Career Pathways will offer individuals the chance to connect and engage with industry and will focus on ensuring a pipeline of talented and motivated people are joining the industry, linking them to in-demand and high-opportunity jobs.

This is an exciting initiative promoting industry opportunities and matching people to the right job by helping job seekers to better understand their skills, interests and options.

Complementing our Careers Pathways work is the Farsight Project, looking at how the industry will evolve in the next two decades. This will provide a vital roadmap as the industry enters a period of major transition where jobs in the future won’t look very much like they do today.

This has implications for a range of workers and the skills and training they will need, and these changes need to be foreseen, understood and managed so we can anticipate the challenges and harness the opportunities.

With change comes opportunity but our challenge is to ensure the industry is ready - so we are planning for the future.

This year’s Annual Training Plan is designed to ensure training opportunities are supporting job flow across the state, including key regions ranging from Far North Queensland to the New South Wales border.

Although the skills profile of our industry is constantly changing, there will always be a demand for talented labour and professionals. The year ahead will see a particular focus on further developments for Commonwealth Games precincts throughout the state, new urban development communities breaking ground and existing projects reach completion.

It’s important to ensure that those who are transitioning across the project workforce are re-skilling and cross-skilling to continue effective workflow across the state.

At CSQ, we are taking a sustainable long-term approach to training that matches demand, is resilient, flexible and provides industry with confidence and certainty.

Brett Schimming
Chief Executive Officer
We see a strong future in the longer term as we return to normal sector growth levels.
Construction Skills Queensland (CSQ) invests funds collected by the Building and Construction Industry Training Levy (the levy) into services and programs that directly support the growth and development of the skills base of the Queensland building and construction industry.

Each year, CSQ sets out its priorities for skills investment and service delivery in the Annual Training Plan (ATP).

The construction industry closely follows the economic environment and as such the nature of work and skills required are cyclical and strongly influenced by factors such as population growth, public and private investment, interest rates and consumer and business confidence. Workforce requirements in the industry differ from sector to sector and building type to building type. Changes such as shifts in the types of buildings that are being built and where the activity is occurring create a change in what skills the industry needs and where it needs those skills.

In addition to meeting the dynamic skills requirements of the industry, is the necessity to continually replenish the workforce as a result of employee turnover which requires ongoing support to attract, develop and retain workers in a range of construction trades and para-professional occupations each year.

CSQ’s programs and services focus on attracting, developing and retaining new entrants and existing workers in the industry to ensure a prosperous and sustainable future. CSQ also supports strategic and innovative skilling solutions to respond to emerging issues in the Queensland building and construction industry.

The programs and services in this ATP have been shaped by extensive and ongoing consultation with industry and government stakeholders together with an evaluation of CSQ’s program and service delivery, and an analysis of the forecast activity in the sector (which determines the demand for skills – what skills are needed and where and when they are needed) and workforce supply.

A workforce planning approach has been applied to determine what the gap is between skills demand and skills supply, the causal factors of this gap and potential closing strategies needed to deliver the right people in the right place at the right time. This analysis includes identifying CSQ’s role in addressing the gap and shapes the work we do with our industry partners and government stakeholders in informing and influencing their respective roles in addressing workforce issues in the Queensland building and construction industry.

CSQ supports both state-wide industry responses to workforce development needs as well as tailored, localised solutions that align to sectors, regions, projects and occupations of strategic importance.

This entails broad scale procurement of general, state-wide training combined with more targeted, tailored, regional interventions that address the workforce needs of our industry. How and where we deploy our industry programs, services and activities will also be a combination of targeted and tailored activity and service delivery, together with broad-range, state-wide service delivery.

This approach allows CSQ to identify the gaps and niches in the market that provide the best opportunity for us to package and target our capabilities (skilling programs, investment, industry services, engagement and marketing activities), as well as where we can leverage the capabilities of our partners to help us address and build the industry’s workforce capabilities.
CSQ’s programs and services focus on attracting, developing and retaining new entrants and existing workers.
02
Industry Outlook

The investment outlined in this ATP has been underpinned by a detailed assessment of the state of Queensland’s building and construction industry and its workforce to forecast likely skills demand and supply.

The CSQ 2016-17 Industry Outlook is a companion document to this ATP and provides further detail on this assessment.

In summary, the next 12 months is anticipated to be typified by:

• the mining construction sector bottoming out and finding a “new normal” level of activity
• the investor-led apartment boom in the south east peaking, with the dwelling market refocussing on houses and owner-occupiers
• good medium- to long-term infrastructure prospects
• solid non-residential construction activity, driven by tourism and retail
• a workforce in moderate surplus but no longer shrinking
• continued healthy rate of apprentice intake, albeit with lingering concerns around completion rates.

Construction Activity Forecasts

Construction forecast, work done, QLD, $b, qtrly

Skills Supply-Demand

SOURCE: NIEIR

SOURCE: KPMG
03
Industry Consultation

Each year, CSQ works to ensure that the ATP is informed by evidence based research and analysis which is tested with the industry and our key stakeholders through a continual process of engagement. Industry feedback is crucial to ensure that the strategic intent and program and service delivery outlined in the ATP reflects the wider economic conditions and industry’s priorities.

Consultation on this year’s ATP has employed a number of different mechanisms to gather industry feedback, including one-to-one, one-to-many and broadcast approaches. Year-round consultation forms part of CSQ’s operating rhythm and takes place on an ongoing basis. Industry consultation and engagement is undertaken in partnership with our key employee and employer associations, regional stakeholders and industry leaders and through our participation on industry committees, forums and reference groups as well as via our engagement with Registered Training Organisations (RTOs) delivering our programs. CSQ also uses digital communication channels to make it easier for us to listen to and speak with industry.

To assist in the development of this ATP, CSQ also undertook a targeted approach to consultation through:

- a series of focus groups – targeted at employer and employee associations, major contractors and key employers, relevant government agencies, regulatory bodies and economic development stakeholders
- one-on-one meetings - targeted to those unable to attend a focus group
- a web-based industry survey – open to all stakeholders within the construction industry.

Key results from year-round and targeted consultation methods have confirmed the data and evidence we have gathered and provided richer, deeper explanations for the trends we are seeing in the industry. Feedback has also been synthesised and analysed to identify what issues the industry believes are critical to its future success in terms of workforce development. The following six key themes emerged:

1. business, leadership and “soft” skills
2. training quality
3. new and emerging technologies and currency of qualifications
4. digital literacy and ICT skills
5. professional, life-long learning
6. career pathways.

These consultation results together with our data, research, evidence and program delivery evaluation, have helped shape this ATP and will further inform the delivery of our key programs and services during the year.
04 Annual Training Plan Budget

Table 1 provides a summary of the 2016-17 budget for services, programs and other expenditure to support the operations of CSQ.

Over $34 million will be allocated to support building and construction training and workforce development in 2016-17. This is a slight increase on the 2015-16 budget allocation of just over $33.5 million and is line with the industry activity which is settling into a “new normal” coming off a once in a generation resources-led peak.
Table 1 - Annual Training Plan Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ATTRACT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Pathways</td>
<td>$700,000</td>
<td></td>
</tr>
<tr>
<td>Trade Start (General and Civil)</td>
<td>$1,000,000</td>
<td></td>
</tr>
<tr>
<td>Pre-Apprenticeship Employment Incentive</td>
<td>$40,000</td>
<td>1</td>
</tr>
<tr>
<td><strong>DEVELOP</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills Assessment and Gap Training (SAGT) - General</td>
<td>$3,000,000</td>
<td></td>
</tr>
<tr>
<td>Higher Level Skills (HLS) - General</td>
<td>$6,480,000</td>
<td></td>
</tr>
<tr>
<td>Civil Construction Training (SAGT Civil and HLS Civil)</td>
<td>$2,700,000</td>
<td></td>
</tr>
<tr>
<td>Short Courses</td>
<td>$6,980,000</td>
<td></td>
</tr>
<tr>
<td>Major Projects Training</td>
<td>$1,500,000</td>
<td></td>
</tr>
<tr>
<td>Construction Futures</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>Diversity</td>
<td>$250,000</td>
<td>2</td>
</tr>
<tr>
<td>Industry Corporate Social Responsibility (CSR)</td>
<td>$250,000</td>
<td>3</td>
</tr>
<tr>
<td><strong>RETAIN</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry Skills Coordination</td>
<td>$3,000,000</td>
<td>4</td>
</tr>
<tr>
<td>Apprentice Recommencement Incentive</td>
<td>$60,000</td>
<td>1</td>
</tr>
<tr>
<td>Student Contribution (Tuition) Fees</td>
<td>$1,000,000</td>
<td>1</td>
</tr>
<tr>
<td><strong>INDUSTRY SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$3,500,000</td>
<td>5</td>
</tr>
<tr>
<td><strong>CORPORATE AND SUPPORT SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance and Administration</td>
<td>$800,000</td>
<td></td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>$1,750,000</td>
<td>6</td>
</tr>
<tr>
<td>QLeave Levy Administration Fee</td>
<td>$790,000</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$34,300,000</td>
<td></td>
</tr>
</tbody>
</table>

Note 1: These programs were discontinued in 2015-16. The budget allocated in 2016-17 is transitional funding.
Note 2: Diversity was captured in Construction Futures in the 2015-16 ATP.
Note 3: Industry CSR is a new line item.
Note 4: Formerly known as Workforce Coordinators program.
Note 5: Industry Services includes the functions of Policy and Performance, Evidence and Data and Strategic Relationships.
Note 6: The Marketing and Communications function and budget was previously captured in the Industry Services budget.
CSQ’s Priorities

ATTRACT
- ATTRACTING THE RIGHT TALENT
- PROMOTING THE INDUSTRY
- INSPIRING AND PROVIDING PATHWAYS INTO THE INDUSTRY

DEVELOP
- PROVIDING TRAINING SOLUTIONS
- LEVERAGING INVESTMENT IN SKILLS
- WORKFORCE PLANNING

RETAIN
- HELPING KEEP TALENTED PEOPLE IN THE INDUSTRY
- INDUSTRY AND ENTERPRISE ENGAGEMENT
Attract

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

The building and construction industry needs to attract new recruits every year to meet the demand for skills and to replace those leaving the sector. The industry has positioned itself as an attractive option for new entrants, however the sector needs to fill a diverse range of positions, not all of which are known nor understood by career seekers and other influencers.

There remains a need to broaden the pathway of candidates into the full range of construction occupations across Queensland, including encouraging the entry of candidates from a broad range of backgrounds including women, mature-aged and Indigenous people.

Persisting low apprentice completion rates in some sectors of the industry mean we also need to ensure that entrants to the industry are making informed choices about the careers they are pursuing.

CSQ will form strategic partnerships with industry, the schooling, vocational education and training (VET) and tertiary sectors, and other stakeholders to:

- attract the right talent for the future of the industry
- promote the industry and its careers
- help job seekers and career changers make informed choices about careers in the industry
- inform career seekers and career changers of pathway options.

Develop

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

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

CSQ is committed to ensuring that levy funds are reinvested to increase the capability of the existing building and construction workforce where and when it is needed.

We will support the industry with a range of programs to up-skill and cross-skill existing building and construction workers, including apprentices and trainees, to ensure they have access to training to gain skills to meet job requirements and to help support their career progression.

CSQ also wants to encourage individuals and employers to invest in their own skilling, and existing workers participating in CSQ programs may be required to make a financial contribution towards the cost of their training as an investment in their future.

We will support the industry by signposting pathways, programs and support available through our strategic partners, providing research and evaluation on the labour market, industry activity and forecasts, as well as sharing information on emerging new markets, best practice and innovation.

Retain

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

CSQ seeks to assist the industry keep talented workers in the building and construction industry to ensure that the skillling and workforce needs of the industry are maintained. We have a range of programs and services that support continued employment in the industry and maximise the industry’s training investment to retain the right people with the right skills.

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

- fostering and supporting the importance of workforce development planning in the industry
- assisting the sector to develop strategies to keep talented people, including those from diverse backgrounds, in the industry.
06 2016-17 Programs and Services

Career Pathways
Investment: $700,000

Aim: To provide job seekers (school students, school leavers and career changers) with the information, experience and skills they need to make an informed choice about a career pathway in the building and construction industry and to provide industry with well-informed, job-ready entrants.

Career Pathways integrates programs and services aimed at inspiring, informing and providing pathways for talented and motivated people to join or re-enter the building and construction industry and link them to in-demand, high-opportunity jobs. By providing a single, industry-recognised portal to information and experiences in construction careers, CSQ can assure the industry of a pipeline of new entrants that are suited to the industry and more likely to stay and pursue a career in the industry.

CSQ’s Career Pathways programs and services will:

• promote careers in the industry
• inform job seekers and their influencers about the range of career options, pathways and required candidate capabilities – equipping people with tools and knowledge to select the careers that suit them best
• provide a portal to other sources of information and expertise
• enable people who are interested in a building and construction career to sample and test what it is like to work in the industry
• connect job seekers with the world of work.

Trade Start
Investment: $1,000,000

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

Trade Start is a Career Pathways program which introduces individuals who are not school students to a range of general and civil construction occupations in the building and construction industry. We know that new entrants to the industry are not all coming straight from school and that some entrants will be sourced post-school as well as from other industries. Trade Start offers an opportunity for those outside of school to try the construction industry.

The program is designed to attract those individuals interested in building and construction who are not currently in school or part of the industry and would like to be. Trade Start will give individuals a better understanding of the industry and the work is involved so they can make an informed decision about their future.
Higher Level Skills (HLS) – General
Investment: $6,480,000

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

Certificate IV, Diploma and Advanced Diploma courses provide existing workers in the construction industry with an opportunity to increase their knowledge and skills, provide pathways to further learning, and open up opportunities to move into higher level and paraprofessional roles. CSQ provides access to higher level skills for existing workers, especially small to medium-sized building businesses, to assist them to apply for a builder’s licence. Access is also provided to workers to move into foremen and site manager roles, and for workers and businesses to meet work health and safety obligations.

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

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

This program will target skilled workers who want to increase their depth of knowledge and possibly transition into higher-level roles. This program will also provide a response to emerging skills and labour shortages by facilitating access to training for those who are currently under-employed that will assist them to move within the building and construction industry.

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

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

The Skills Assessment and Gap Training (SAGT) program provides a pathway for experienced individuals to attain a nationally recognised qualification in the construction industry. We know that a qualification provides opportunities for individuals to access further education and study, attain occupational registrations or licenses, obtain employment and, particularly in a mobile industry such as construction, move within the industry.

The SAGT – General program will provide funding to eligible RTOs to deliver training and assessment services to enable existing workers and new entrants to have their skills and experience recognised, and to provide the gap training required to obtain a building and construction qualification.
Civil Construction Training
Investment: $2,700,000

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

The Queensland Government and CSQ have partnered for over 5 years to deliver the Civil Construction Training program as a means of building the workforce capacity of the civil sector of the building and construction industry through targeted skills investment.

The Civil Construction Training program will provide funding to eligible RTOs to deliver civil construction qualifications to new entrants and existing workers in the building and construction industry. The program will be delivered in partnership with the Queensland Department of Education and Training under a co-investment model.

This program is comprised of:

• SAGT - Civil, which provides a pathway for individuals to have their existing skills recognised and provide the gap training required to achieve nationally recognised civil construction qualifications

• HLS - Civil, to open up opportunities for existing workers to access higher level VET qualifications that are linked to industry demand.

Short Courses
Investment: $6,980,000

Aim: To provide existing workers in the building and construction industry with access to training to meet identified skills needs and comply with the licensing, regulatory and safety requirements of the industry.

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

The Short Courses program will provide funding to RTOs to deliver training to existing workers to assist with their up-skilling and cross-skilling. This training will focus on the safety requirements of the building and construction industry and associated requirements of licensing and regulatory authorities such as Workplace Health and Safety Queensland, Queensland Building and Construction Commission and occupational licensing.

The availability of this training may also assist existing workers to move within the building and construction industry to respond to emerging skills and employment opportunities.
Major Projects Training
Investment: $1,500,000

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

Major Projects from CSQ’s perspective are those defined as significant building and construction projects undertaken in the state of Queensland. These projects are of strategic significance as they provide concentrated opportunities for skilling the workforce together with a greater surety of achieving tangible results.

The Major Projects program provides targeted major projects with access to training and advice to address skills deficiencies that may hold up the project, assist individuals to become more multi-skilled and productive, or provide career pathway opportunities for the workforce.

The Major Projects Training component of the program will provide funding to address skills shortfalls in workers involved on targeted major projects to ensure that the needs of the project are met, and that CSQ maximises the opportunity to skill the workforce that such large, concentrated work provides.

The availability of this training will be based on a training needs analysis to identify the specific needs of each targeted project.

Construction Futures
Investment: $500,000

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

The construction industry is a dynamic one – materials and methodologies, technologies, training policies and training delivery modes are changing. CSQ wants to be at the forefront of understanding these changes and their impact on the skills and training needed in the building and construction industry. Often this means being able to respond to opportunities outside of our annual procurement cycle.

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

CSQ will identify and collaborate with partners on projects that support new, changed or improved processes, products or ways of doing things that are emerging as a catalyst for industry growth, and that will have an impact on the skills needed in the industry.

These projects will:

• build the capacity of the industry to respond to new and emerging technologies, work methodologies and practices
• have application across the industry or an industry sector, not just a single enterprise
• be new projects that cannot be met through CSQ funded programs
• maximise the opportunity for leveraging and co-investment of funds, resources and goodwill between parties where possible.
Diversity
Investment: $250,000

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

To ensure that our industry has a workforce that is made up of workers with the right attitude, aptitude, skills and training, CSQ will work with industry to encourage the entry, participation and retention of workers from a diverse range of backgrounds. CSQ recognise that a diverse talented workforce will add to the capacity of the building and construction industry to deliver projects on time, to budget and of a quality standard.

CSQ will identify and collaborate with partners on projects that encourage the attraction, development and retention of a diverse construction workforce. This will help create a working environment within the industry that values and utilises the contributions of people with different backgrounds, experiences and perspectives.

Within this diversity strategy, CSQ will specifically work with industry, government and communities to create opportunities for employers to engage and skill a diverse workforce, including:

• engaging with contractors, government and communities to identify industry-led workforce development and skilling opportunities that increase employment and training opportunities for a broad range of people
• leveraging opportunities for Indigenous participation in major projects
• developing strategies to promote entry and participation in the building and construction industry
• working with stakeholders to ensure there are no barriers to entry for talented people wanting to join the industry.

Industry Corporate Social Responsibility (CSR)
Investment: $250,000

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

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

The construction industry is often characterised by a constantly changing workforce with workers moving from one project to another and travelling for work under drive-in-drive-out (DIDO) and fly-in-fly-out (FIFO) arrangements. This aspect of the industry can have an impact on the health, safety and well-being of construction workers.

CSQ will identify programs that align to our priorities of attract, develop and retain that have the potential to improve such things as:

• awareness of work-related health and well-being issues
• suicide prevention.
Industry Skills Coordination
Investment: $3,000,000

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

CSQ knows that sometimes the best way to influence the creation of a highly skilled building and construction workforce is to partner with industry stakeholders to leverage from their experience and industry connections.

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

This program (formerly called the Workforce Coordinators program) supports skilling and workforce planning and development activity in:

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

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

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

This work will help inform the industry of best practice improvements in workforce planning and development, retention, safety, productivity and innovation.
Industry Services
Investment: $3,500,000

Aim: To develop and implement relevant policies and programs that support the ongoing development of the industry; provide up-to-date evidence and information regarding industry demand, workforce supply and factors impacting on the future skills in the industry; and develop and maintain stakeholder relationships.

Industry Services is made up of two teams which provide the following services:

Policy and Performance
CSQ’s Policy and Performance team brings together the key functional areas of:
• Strategy, Performance and Planning
• Policy and Programs
• Evidence and Data.

The Policy and Performance team is responsible for:
• leading and managing CSQ’s policy, performance and planning frameworks
• managing and providing oversight of corporate reporting and evaluation frameworks
• leading industry’s response and position on matters relating to skilling and workforce development, including ensuring that training products and government skills policy and training investment reflects the needs of the Queensland building and construction industry
• providing whole-of-CSQ advice to decision-makers on skill matters impacting on the building and construction industry in Queensland
• developing CSQ’s ATP and associated operational policies
• managing CSQ’s relationships with government stakeholders
• ensuring that CSQ and industry have up-to-date evidence of industry demand, workforce supply, emerging trends and CSQ program performance to inform skills investment decision-making.

Strategic Relationships
CSQ’s Strategic Relationships team manages our key industry relationships and relevant project and programs to support the ongoing workforce planning and development across the industry. This includes leading CSQ’s engagement with the industry, to share information and insights and test and confirm our understanding of the skills issues and opportunities. The Strategic Relationships team is responsible for leading this approach which includes:
• focusing strategic relationships and engagement plans across key industry sectors - civil, buildings (commercial and residential) and off-site services
• implementing a relationship mapping process which assigns a “relationship ‘account’ manager” to each of our key stakeholders and developing a strategic relationship approach to employer and employee associations
• deploying a regional development approach to strategic relationship and engagement in regional and remote communities.

The Strategic Relationships team also leads and delivers key activities and programs including:
• deploying regional workforce plans
• coordinating the Major Project Training program
• managing the Industry Skills Coordination program
• leading the Career Pathways programs and services
• managing and implementing Indigenous and other diversity strategies
• coordinating CSQ’s involvement in enterprise and industry development projects.
Corporate and Support Services
Investment: $800,000

Aim: To support the efficient, responsible and sustainable management of CSQ operations.

The budget allocation for Corporate and Support Services represents a contribution towards corporate costs with remaining costs offset by investment earnings.

The Corporate and Support Services team is responsible for the efficient management of CSQ’s financial and business support operations, including:

• financial and budgetary management and reporting
• management of human resources, information and communication technology and facilities
• training procurement, contract management and validation of program payment data
• legal and governance services
• marketing and communications (separate budget).

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

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

CSQ is committed to ensuring the training fund is expended in accordance with the Trust Deed and through equitable, transparent and proficient governance. The legal team delivers expertise regarding CSQ’s contractual, legal, risk and corporate governance frameworks, while supporting corporate efficiencies and commercial innovation. Annual financial statements are prepared in accordance with International Accounting Standards and are audited by the Queensland Audit Office.
Marketing and Communication
Investment: $1,750,000

Aim: To provide the building and construction industry, potential workers, our stakeholders and partners with important information about the industry.

CSQ’s marketing and communications function plays a critical role in ensuring our industry is informed, engaged and connected. The work undertaken within our marketing and communications program helps educate the market about what is available to assist them and how they can achieve better outcomes – from skills training to future workforce planning.

In order to maximise CSQ’s business objectives and deliver heightened value to the industry, it is important to reach as many of our target audiences as possible. Given the size, diversity and geographical spread of our industry, we need to use a range of marketing and communication mechanisms to disseminate our messages and information.

Our key initiatives include:
• growing, managing and improving CSQ’s website to become the industry’s trusted source of primary information about our programs, as well as access to the latest information on skills and training for the construction workforce, important industry developments, networking opportunities and events
• continuing to promote CSQ’s digital media strategy to ensure we provide a range of communication channels to connect with our target market
• maximising CSQ’s sponsorship program and events to ensure the majority of regions across Queensland have face-to-face opportunities to be informed of CSQ’s offerings
• managing CSQ’s brand and market awareness including CSQ collateral, publications and merchandise which are distributed at a range of strategic events and form part of our general profile raising of CSQ and the industry
• preparing and promoting industry news to highlight individuals and employers who are leading the market to create a best practice training culture, and using these stories to inspire and inform others in the industry of what is possible
• providing a single point of personal contact for our customers through our in-house Customer Support Centre
• delivering the CSQ Excellence Awards which recognises and celebrates key skilling achievements in the building and construction industry.
The Building and Construction Industry Training Fund

The Building and Construction Industry Training Levy (the levy) was established under the Building and Construction Industry (Portable Long Service Leave) Act 1991 (Qld). The Building and Construction Industry Training Fund (Qld) (“Trust”), acts as the corporate trustee of the Trust and trades as Construction Skills Queensland (CSQ).

The levy is payable on all building and construction work in Queensland where the total cost of work, whether direct or indirect, is $150,000 or more, inclusive of GST. The levy is 0.1% of the cost of the work, and is exclusively an industry contribution for the benefit of the building and construction industry. The levy is collected from the building and construction industry by QLeave on behalf of the Trust under an agency agreement.

CSQ’s programs and services focus on attracting, developing and retaining new entrants and existing workers in the industry to ensure a prosperous and sustainable future. CSQ also supports strategic and innovative skilling solutions to respond to emerging issues in the Queensland building and construction industry.

The CSQ Board

The CSQ Board is appointed by the Minister for Training and Skills and comprises an independent Chair and representatives from the building and construction industry and public sector. Directors are appointed for a three (3) year term.

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

The Board members as at April 2016 are:

- Mr Graham Carpenter (Chair)
- Ms Jemina Dunn
- Mr Robert Row
- Mr Troy Spence
- Mr Warwick Temby
- Ms Annette Whitehead

CSQ’s Executive is:

- Mr Brett Schimming – Chief Executive Officer
- Mr Geoff Clare – Chief Financial Officer and General Manager, Corporate Services
- Ms Susan Armstrong – General Manager, Policy and Performance
- Mr Wayne Forrester – Director – Training Procurement
- Ms Carla Crawford – Director – Legal and Communications
- Mr Robert Sobyra – Director – Evidence and Data
Our Partnership with Industry

CSQ represents a hub for industry engagement, empowering stakeholders through a responsive engagement model.

CSQ has a multi-pronged approach to engaging with industry that combines face-to-face engagement with other ways of connecting, facilitating, influencing and informing. Through this approach, CSQ will guide, facilitate and empower industry to take ownership of its own workforce development issues, gather intelligence on the needs of industry and disseminate key information.

Our engagement capability will improve our ability to return value to the industry through well-informed decisions about how and where the fund is best invested. It will also provide an important central source of industry knowledge and information to our stakeholders to assist them in making better business decisions. We will do this via regular updates, regional and sectoral profiles, special reports, case studies, discussion papers, forums and through our Strategic Relationships team.

CSQ will continue its partnership with industry to:

- leverage our connections to gain greater access to industry employees and employers
- connect with industry to identify their goals and aspirations
- promote the value of training and workforce development
- continually consult, test ideas and collaborate on workforce development initiatives
- share information, insights and learnings
- identify opportunities to actively promote the industry
- shape discussions around how employers, sectors and regions attract, develop and retain their workforce now and into the future
- build and maintain a regional connection with the industry through regular in-area consultation, event attendance, meetings and conversations.

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

Our Partnership with Government

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

In 2016-17, CSQ will continue its partnership with the Queensland Department of Education and Training to:

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

CSQ will build on its relationships with other state government agencies that have a stake in ensuring a skilled workforce for the industry including Jobs Queensland, the Department of Aboriginal and Torres Strait Islander Participation, the Department of Housing and Public Works, Building Queensland, the Queensland Building and Construction Commission and the Department of Infrastructure, Local Government and Planning.

CSQ will take a greater focus on elevating policy discussions at the national level to ensure that policy makers are aware of the long-term trends that CSQ sees as impacting upon the building and construction workforce. This also includes taking an active role in influencing the quality of training available to our industry through training product development and review and collaboration with regulators in the system.
How to get involved

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

DISCLAIMER: Whilst all care and diligence has been exercised in the preparation of this Annual Training Plan, BCITE (Qld) Limited ACN 105 495 387 as trustee for the Building and Construction Industry Training Fund (Qld) trading as Construction Skills Queensland (“CSQ”), does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of any reliance on this information, whether or not there has been any error, omission or negligence on the part of CSQ, or its directors, employees, agents or sub-contractors. A number of unforeseen variables can affect any projections used in the analysis, and as such, no warranty is given that a particular set of results will be achieved.