



CSQ

CSQ Training Plan

Building a skilled, resilient
and sustainable workforce
in construction

Contents

5	Message from the Chair and CEO
6	Investment plan 2024-25 \$52M
8	About CSQ at a glance
9	Research and industry consultation
12	Themes informing the CSQ Training Plan
16	Programs and services
18	/ Pathways \$3M
20	/ Building (residential and commercial) and Civil programs \$35.1M
22	/ Business capability and wellbeing \$5.5M
24	/ Industry, corporate and support services \$8.4M
26	Executive leadership team
27	Our Board

Cover image: Cross River Rail

Construction Skills Queensland (CSQ) is the trading name of the Building and Construction Industry Training Fund (QLD) (BCITF). The BCITF is funded by a statutory training levy established under the Building and Construction Industry (Portable Long Service Leave) Act 1991. The 0.1% levy is collected by QLeave and payable on all building and construction work in Queensland where the total cost of work, whether direct or indirect, is \$150,000 or more, exclusive of GST.



Image: Cross River Rail



Image: Cross River Rail



Image: Cross River Rail



“CSQ remains optimistic about meeting the challenges and opportunities that lie ahead.”



Message from the Chair and CEO

Construction activity in Queensland is set to surge with a significant pipeline of work planned for delivery over the coming decade under tight labour market conditions.

Queensland's population is one of the fastest growing in Australia. The impact of these demographic changes on construction activity is broad and will ramp up demand for social and economic infrastructure.

The state is already in dire need of accommodation, for both permanent and temporary residents, and projected growth will put more pressure on Queensland's already stretched residential sector.

The construction industry needs workers with a more diverse skill set. We will need them for longer and simultaneously across different sectors. We will need them in more places too.

The greater regional spread and diversity of projects coming down the line will heighten workforce constraints across all sectors and occupations. This will result in different sectors of the industry competing for workers from the same limited pool while competing for labour from other industries facing similar challenges.

We must re-think the way we do things to get ahead. The traditional approaches to attract, develop and retain a building and construction workforce will need to be expanded, enhanced, and accompanied by new and innovative solutions.

Our industry urgently needs to tap new sources of construction labour and work to resolve the barriers to entry and challenges with retention.

The increasing difficulty in finding an appropriately skilled talent pool will continue to widen the gap between the construction work yet to be done and work done, unless addressed. The risks and opportunities this presents are immense.

The 2024-25 CSQ Training Plan outlines our \$52 million investment to boost the capability and agility of Queensland's building and construction industry to meet this unprecedented demand.

Lifting participation and realising the full potential of women in construction has never been more crucial. CSQ will continue to advocate to government for the implementation of a Queensland Women in Construction Strategy to provide the way forward to tackle this challenge. We will also continue to work with the state's largest contractors to support workforce diversity and cultural change.

Understanding future workforce and skills needs will be critical in facing the challenges of the coming decade. Increasing our workforce planning activity will remain a key strategy to identify potential workforce challenges and develop proactive responses.

We will also continue to support the civil and engineering construction sector, which has not experienced the same recent growth in new apprenticeships as the building sector. CSQ plans to raise awareness of jobs and careers in the civil sector and support industry to develop clearer pathways for new workers.

Transforming to a net zero economy will require unprecedented expansion of infrastructure across renewable energy generation, storage and transmission. The construction workforce, particularly in regions, will need to scale up rapidly to meet demand.

CSQ will continue to invest in research to understand the demand for a renewables workforce and support workers to develop the specialised skills needed to deliver these projects.

Apprenticeships remain the critical pathway to address future labour shortages and renew the construction workforce. CSQ will continue the successful Construction Pathways initiative to work with schools, students and industry to promote trade careers.

We will continue to invest in projects that support healthy workers and keep everybody safe by promoting awareness of the risks in the workplace, and strategies to reduce potentially harmful exposure to silicosis and asbestos.

CSQ remains optimistic about meeting the challenges and opportunities that lie ahead through partnerships with employers, industry associations, unions and the Queensland Government.

Michael Kinnane
Chair

Geoff Clare
Chief Executive Officer

Investment plan 2024-25

\$52M

CSQ provides the Queensland building and construction industry with the skills and information it needs for a strong and sustainable future. Each year, CSQ develops a training and investment plan for the industry. This year, CSQ will be investing \$52M to support the industry.

Pathways | \$3M



Construction Pathways \$1.1M

- Try'a Trade (inc. VR)
- Try'a Skill
- Gateway to Industry Schools¹
- School to Industry Advisory Services

Year13

Pre-trade \$1.9M

- Get Ready
- Trade Ready
- Registered Trade Skills Pathways¹

Building (residential & commercial) and Civil programs | \$35.1M



Major Contractors \$5.5M

- Training
- Skills Coordination
- Social Inclusion

Building specific \$17.6M

- \$4.7M Higher Qualifications
- \$10.5M Short Courses
- \$2.4M Skills Assessment and Gap Training

Civil specific \$12M¹

- \$1.3M Higher Qualifications
- \$9M Short Courses
- \$1.7M Skills Assessment and Gap Training

Business capability and wellbeing | \$5.5M



\$2.6M

Industry Wellbeing

- Mental health and suicide prevention
- Social inclusion
- Corporate social responsibility

\$300K

Small Business

\$1.4M

Apprenticeship Support

\$1.2M

Industry Skills Coordination Grants

Industry, corporate and support services | \$8.4M



\$4.7M

Research and Data, Industry Services

\$2M

Marketing and Communications

\$900K²

Finance and Administration

\$800K

QLeave Levy Administration Fee

¹ These programs are delivered in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.

² The budget allocation of \$900K for Finance and Administration represents a contribution towards corporate costs with remaining costs offset by non-training levy income.



Image: John Holland

About CSQ | at a glance

 <h3>Industry training investment</h3> <p>CSQ is independent, not-for-profit, industry-funded and focused on investing in training for Queensland's building and construction industry</p>	 <h3>Investing in Queensland</h3> <p>Over 200 subsidised courses procured through a place-based purchasing strategy, delivered through all of Queensland's regions</p>	 <h3>Industry-funded</h3> <p>Via a levy on the total cost, whether direct or indirect, of building and construction work in Queensland costing \$150,000 or more (ex-GST)</p>
 <h3>Training plan</h3> <p>A training plan is developed annually and delivered to our shareholding Minister by 30 April</p>	 <h3>Ownership</h3> <p>The Queensland Minister for Training and Skills Development is our sole shareholder</p>	 <h3>Governance</h3> <p>Our Board is appointed by the Minister and comprises an independent Chair, government, and industry employer and employee representatives</p>
 <h3>Working with employers</h3> <p>A workforce planning approach to skills development to keep our industry moving on major projects and across regions</p>	 <h3>Targeted procurement</h3> <p>Delivery of training and services through over 100 RTOs, charities and employer and employee associations</p>	 <h3>Industry engagement</h3> <p>Over 6,500 face-to-face or virtual contact points with industry via an on-the-ground team providing place-based reach across Queensland</p>
 <h3>Research and innovation</h3> <p>Robust economic research providing insight into economic data, employment, regional and workforce trends</p>	 <h3>Policy participation</h3> <p>We advocate and advise through industry committees, policy submissions and direct briefings to government</p>	 <h3>Working with government</h3> <p>Partnering with agencies on skills development opportunities in building and construction with DESBT, QBCC, TMR, DSDI, DEC, CRRDA and others³</p>

³Department of Employment, Small Business and Training, Queensland Building and Construction Commission, Department of Transport and Main Roads, Department of State Development and Infrastructure, Department of Energy and Climate, and Cross River Rail Delivery Authority.

Research and industry consultation

The annual CSQ Training Plan outlines investment strategies to support the pipeline of construction work in Queensland while stimulating industry training and education for the building and construction industry.

Research and industry consultation forms the evidence-based foundation for the CSQ Training Plan, along with an ongoing process of program and service evaluation. Following is a summary of the research and industry consultation undertaken during development of the plan.

RESEARCH

Industry outlook

Despite challenging conditions in the broader economy and construction industry in 2023, demand for construction activity stayed strong and the value of construction work yet to be done continued to grow (see Figure 1). However, various industry-specific challenges, including labour shortages, hindered any substantial upturn in the value of construction work done. As a result, the gap between the value of work yet to be done and work done continued to widen.

Residential building approvals (in chain volume measures) dropped by 6.6% in 2023, after a more significant decline of 11.3% in 2022⁴. This is not surprising given the cycles of interest rate hikes since May 2022. Despite the slowdown in residential, total building approvals still registered growth in 2023. The state's total building approvals notably increased by 24.3% in 2023 compared to the previous year. The increase was primarily driven by a substantial 77.2% rise in non-residential building approvals, mainly due to increased investment in healthcare buildings.

Major projects

The state has numerous significant projects to deliver over the coming years. CSQ is monitoring approximately 6,418 major projects throughout Queensland.

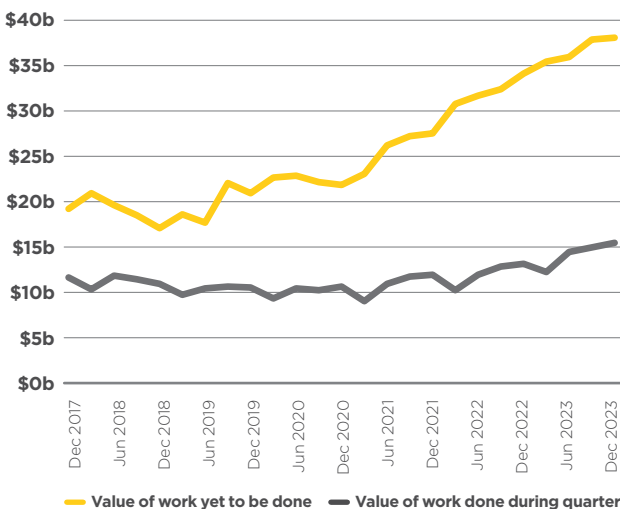
The projected value of major projects for 2024 is approximately \$72 billion, with 25% already in progress or committed, 70% in planning stages and the remaining 5% marked as possible. Over coming years, Queensland's robust population growth, net zero transition and 2032 Games preparation are expected to sustain demand for construction activity across the state.

Workforce challenges

Against this backdrop, the challenge to find workers endures. The number of workers employed in construction as of February 2024 was around 271,000⁵. While this was up 3.3% compared to the same period in 2023, and 7.2% more from pre-pandemic levels, the increases may still be insufficient to meet increased activity across the state. Despite some easing, the state's labour market remains tight. Overall unemployment was 4.3% as of February 2024, compared to the construction industry which was lower at 3.0%. There were only around 8,300 unemployed construction industry workers in the state.

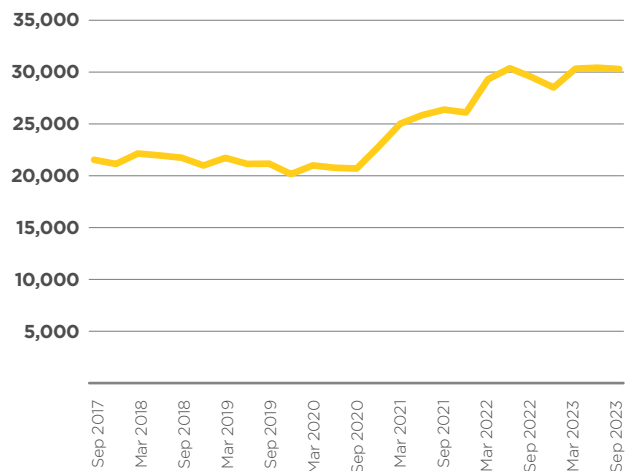
The number of new construction apprentices in Queensland dropped by 23.2% in the 12-months to September 2023 compared to the previous 12 months as the effects of the wage subsidy scheme that boosted numbers between 2020-2022 faded. While momentum has now cooled, the state currently has a record high number of apprentices in training at 30,516 (see Figure 2). Compared to the same quarter pre-pandemic (September 2019), the number of commencements in the September quarter 2023 were 10% higher. These figures show we are heading in the right direction in building the state's future construction workforce but this may not be adequate given industry's increasing labour needs.

Figure 1:
Total value of work yet to be done and work done, Qld



^{4,5}Source: ABS, CSQ

Figure 2:
Number of construction apprentices in-training, Qld



Source: NCVER, CSQ

Research and industry consultation - continued

INDUSTRY ENGAGEMENT

Supporting industry to deliver

CSQ is focused on supporting the skills and workforce requirements of the building and construction industry to ensure the industry has the necessary delivery capability. This training plan is informed by our consultation and engagement with industry.

Workforce planning provides critical information to guide our training plan and industry-facing activities, linking forecast work, skills supply and training needs.

Our team of highly capable industry professionals work across Queensland's key cities and regions to provide direct feedback to guide our investment in skills programs and initiatives. Year-round consultation, complemented by our Regional Industry Groups, supports us to develop and implement the training plan each year; and ensures our programs and services remain well targeted.

Workforce planning: more critical than ever

Workforce planning applies across building (residential and non-residential) and engineering sectors to directly link skills, training and the construction pipeline of work. The goal is to assist projects and regions prepare for work yet to be done by engaging with the right skills for the right work at the right time.

Mapping skills and training for forecast construction work supports project delivery by providing timely access to data regarding skills and workforce requirements. Required training is delivered through a network of training providers and subsidies are available across a range of entry-level, general, civil and business capability programs and services.

For project owners and principal contractors, this process involves mapping project stages against occupational demand, with skills development plans formulated to target gaps in the talent pipeline.

At the regional level, a place-based approach is used. Construction projects and their stages are aggregated and mapped to regional skills supply to anticipate areas with likely skills gaps. This allows us to plan responses that support regional workforce planning based on robust evidence.

By focusing on the entire workforce supply chain, we can connect more easily with subcontractors and small businesses to cater for specific business capability and training needs. We also support workforce planning through our Major Contractors programs.

Getting this right for regional projects is increasingly important. CSQ regularly works with government and contractors to identify skills and labour requirements to support Queensland Procurement Policy targets for local employment, apprentices and diversity. Staying relevant and responsive drives our strong relationships with industry and government.

Over the next decade, as the significant pipeline of construction projects rolls on, compounding the ongoing skills shortage, projects and regions will need innovative solutions to attract and retain talent. Unlocking underrepresented groups and attracting the next generation of school leavers will remain critical.



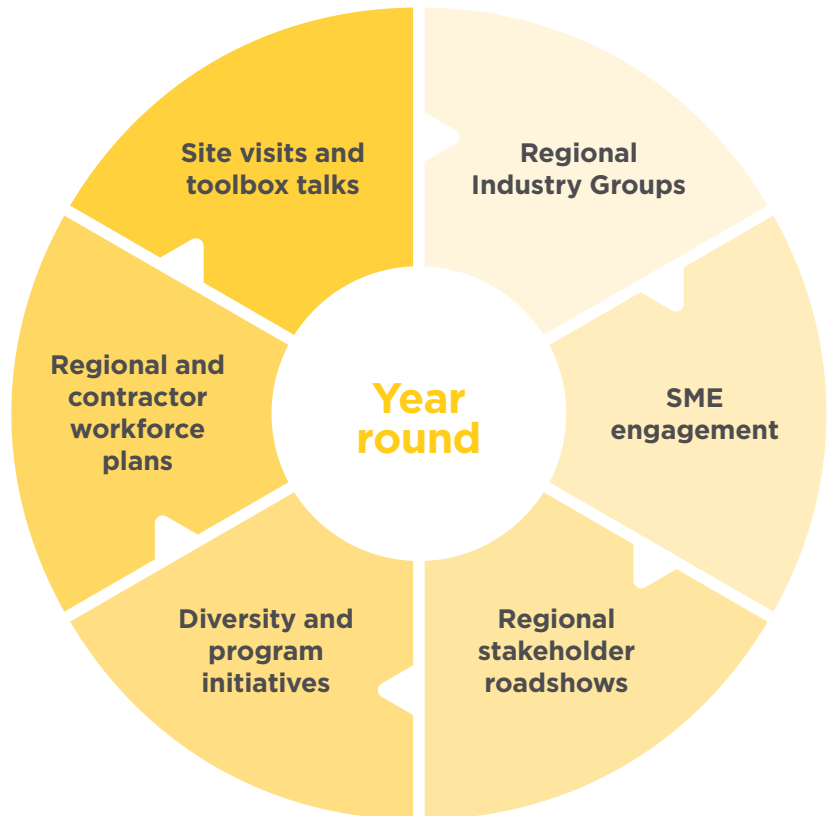
Key features of CSQ's workforce planning



A closer look at industry consultation

Research and data provides the foundation that informs the training plan, investment levels and changes in program delivery policy. However, on its own, data only tells half the story. CSQ holds industry consultation sessions in March and August each year to test the data across nine regional locations. Feedback and findings are used to both develop and implement the CSQ Training Plan.

This is complemented by year-round industry consultation through our engagement team including face-to-face engagement underpinned by an integrated communications strategy and our work with our industry skills coordination partners and Major Contractors forum.



Themes informing the CSQ Training Plan

Feedback from industry highlighted five themes currently influencing business decisions and skills needs in Queensland's building and construction industry.

1 | Labour shortages continue

Queensland is on the brink of a substantial upswing in construction activity, and this significant pipeline of work needs to be delivered under tight labour market conditions.

Labour demand is likely to look different to before, with industry calling for workers with a more diverse skill set, longer term, and simultaneously across different types of projects and regions of the state.

Challenges finding an appropriately skilled talent pool will continue to cause issues, widening the gap between the construction work yet to be done and work done. This will only get worse as demand for labour ramps up over the next decade in line with the increasing pipeline of activity.

Our industry urgently needs to tap new sources of construction labour and overcome the barriers to entry and challenges with retention. Without an adequate response, this shortage could threaten the delivery of the state's infrastructure and energy ambitions, and legacy infrastructure opportunities.

The scale of competition for scarce labour resources is now more evident than ever, with demand for workers expected to surge across other industries as well, particularly in health care and social services.

CSQ is actively partnering with government, unions and employer groups to understand these challenges and develop strategies to help attract more workers from all backgrounds to the Queensland construction industry.

Diversify the construction workforce | Broaden awareness of opportunities in regional Queensland | Understand entry barriers and retention challenges

2 | Support civil pathways

CSQ is committed to better position our industry to attract more people over the coming years and has invested in market research to understand what drives career choices within the future talent pipeline.

This research positioned CSQ to deliver a revitalised Construction Pathways program and pre-trade pathways such as Trade Ready. These programs encourage more students and career seekers to consider a career in construction and provide pathways to trade and non-trade jobs in the industry.

The civil and engineering construction sector has not experienced growth in apprenticeship commencements like that in general construction trades.

CSQ will continue to work closely with the civil sector to promote pathways to infrastructure projects and improve awareness of career opportunities. This includes expanding our successful Virtual Reality construction experiences program to feature civil environments to increase awareness of civil careers.

Increasing awareness of jobs and careers in the civil sector is only part of the challenge. A lack of clear and effective pathways into the industry is stifling opportunities for interested career seekers. CSQ will work with industry to support initiatives that improve pathways into apprenticeships and traineeships, as well as alternative pathways to support a more diverse cohort of career seekers.

Increase awareness of civil pathways and careers | Develop alternative pathways to civil jobs | Improve school to work transition | Improve pathways programs and career information

3 | Record government investment

Queensland has an unprecedented volume of public sector projects in the pipeline, with more projects to enter the pipeline in the next 10 years.

The Queensland Government's record four-year capital program (The Big Build) released in 2023 encompasses key infrastructure areas such as transport, health, housing and education, and also supports the state's energy transformation.

Building the required infrastructure for the upcoming Olympic and Paralympic games in 2032 is a key priority for Queensland and will trigger a strong jump in demand for workers as projects commence.

Workforce planning is critical to prepare industry to address the challenges presented by this pipeline of work. CSQ will expand workforce planning services through the Major Contractors program and our relationships with government.

Unlocking new labour sources to address existing vacancies and future labour shortages will also be key. The industry is continuing to expand support for social inclusion initiatives and CSQ stands ready to support government to finalise a strategy to attract and retain more women in trade and non-trade roles in the industry.

Support workforce planning and project modelling | Women in Construction strategy | Partner with government to support capital program | Support social inclusion initiatives

4 | Healthy and safe workplaces

Ensuring workers are healthy and safe is a high priority for the building and construction industry and there are several ways CSQ supports industry. Responsive education, training and awareness programs are all part of the solution to address challenges, mitigate risk, prevent injury and illness, improve productivity and support mental health and wellbeing.

CSQ invests in short courses designed to support workers and meet safety requirements of industry and regulatory authorities including Workplace Health and Safety Queensland and the Queensland Building and Construction Commission.

As part of our strong safety focus, CSQ continues to prioritise investment in mental health and suicide prevention.

We will also continue education and training focused on silicosis and asbestos awareness, in line with industry requirements and the silica dust exposure code of practice. This training is designed to help ensure workers are both aware of the risks and understand strategies to reduce potentially harmful exposure.

Resource mental health and suicide prevention | Increase awareness of silica and asbestos initiatives | Support responsive training and short courses

5 | Net zero transition

The race to transform into a net zero economy presents as one of the biggest challenges for the Queensland construction sector.

Transforming the energy sector will require an unprecedented expansion of generation, storage, and transmission infrastructure. This will necessitate a rapid scale up of the construction workforce, with about 70% of these jobs in regions.

The state's clean energy future is expected to require workers with traditional skills across various construction occupations, with only specific roles requiring additional specialised "renewables" skills.

CSQ's workforce planning will help to understand the skills mix and jobs required to deliver these important projects for Queensland.

Focus workforce planning on renewable projects | Profile future clean energy workforce | Increase awareness of clean energy skills and pathways





“Labour demand is likely to look different to before, with industry calling for workers with a more diverse skill set, longer term, and simultaneously across different types of projects and regions of the state.”

Programs and services

Delivering for industry

CSQ delivers programs and services specifically designed to ensure we have a skilled and resilient building and construction workforce. Our commitment to continuous improvement ensures these are fit to meet the challenges ahead for industry during 2024-25.



Pathways

Supporting new entrants

\$3M



Building (residential and commercial) and Civil programs

Training for general, residential and commercial workers. Civil specific programs and services

\$35.1M



Business capability and wellbeing

Support for all businesses and workers

\$5.5M



Industry, corporate and support services

Reach, research and strong corporate functions

\$8.4M



Image: Cross River Rail



Image: John Holland



Pathways

From school leavers to existing workers, we have programs and services to help deepen understanding of the industry, gain employment and get qualified.

Construction Pathways \$1.1M

Working with schools, students and industry to promote and trial building and construction career and job options.

Try'a Trade and Try'a Skill | experiential hands-on programs

This flagship program brings together WorldSkills (TAFE Queensland), principal contractors and schools to deliver a unique, hands-on, on-site learning experience for high school students.

- Try'a Trade is a taste-test 'on the tools' experience for aspiring trade workers
- Try'a Skill is a taste-test paraprofessional experience, for example, for aspiring estimators, drafters and civil engineers.

Gateway to Industry Schools⁶ | linking schools and industry

CSQ delivers the Gateway to Industry Schools program in partnership with the Queensland Government. The program helps students with future career choices and provides pathways and insight into paraprofessional roles in the building and construction industry.

Key elements:

- Introduce students to the building and construction industry
- Provide opportunities for students to participate in industry placements
- Create links between industry and schools throughout Queensland's regions
- Provide professional development for teachers
- Develop career information to assist students to make informed career choices.



Image: Cross River Rail

⁶The program is delivered by CSQ in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.

\$3M



Year13 | extending our reach through online collaboration

We partner with Year13 to empower young people to choose and prepare for a career in building and construction. Delivered in partnership with schools, Year13's free online platform and digital footprint provides an engaging tool for high school students to test their compatibility for a career in construction.

Key elements:

- E-learning construction induction and targeted learning modules
- Data insights and digital tools
- Leverages existing digital footprint and virtual careers expo activities.

TAILORED LANGUAGE

ONLINE DELIVERY

BROAD REGIONAL APPLICATION

CSQ is committed to developing tools that resonate and engage with school students across Queensland.

In 2024-25, CSQ will continue its innovative virtual reality (VR) project that uses VR tools to complement the Try'a Trade and Gateways to Industry Schools programs, and will launch a new civil learning environment. Using VR allows greater access to career pathways covering more trades and paraprofessional roles in an engaging, experiential learning environment. It also avoids the need for heavy equipment and makes it more accessible to students in remote and regional locations.

“Empower young people to choose and prepare for a career”

Pre-trade \$1.9M

Programs to help potential workers achieve entry into the industry and/or a trade, and help keep our industry supplied with qualified staff.

Get Ready | job-ready candidates

In 2024-25, we will continue to respond to industry feedback on the importance of job-ready candidates. Working in partnership with RTOs, this program will be trade specific and provide base level technical skills with a one-week structured work placement targeting 'wet' trades such as plastering, tiling and painting.

Trade Ready | employment-ready candidates

Working with industry partners and principal contractors, Trade Ready gives aspiring tradies an opportunity to experience a worksite and undertake relevant training, helping to build trade and industry knowledge. Trade Ready is a five-week program aiming to secure an apprenticeship or traineeship outcome.

INDUSTRY PARTNER & RTO

6 UNITS FROM CSQ SHORT COURSES

LIFE SKILLS TRAINING

STRUCTURED WORKPLACE LEARNING

READY-FOR-WORK KIT

Registered Trade Skills Pathway⁷ | an alternate pathway to a trade qualification

CSQ is committed to helping more people gain trade qualifications. This program provides an alternate pathway to trade recognition for those unable to undertake a traditional apprenticeship due to continuity of work or related issues.

Key features:

- Training and work-based skill development in selected trade occupations
- Flexible delivery that works around individual circumstance (e.g. casual or seasonal employment arrangements/remote locality)
- Three important elements of the apprenticeship system: approval from and registration with Department of Employment, Small Business and Training; and a training plan and training record book (responsibility of the RTO).

⁷ The program is delivered by CSQ in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.



Building (residential and commercial) and Civil programs

A suite of programs tailored to suit the needs of building and civil firms and workers ranging from higher qualifications and skills recognition through to short courses.

Major Contractors \$5.5M

Training and services designed to meet the needs of major projects and their supply chain.

The Major Contractors program aims to keep projects moving on time and avoid skills shortages by identifying what the skill need is, when it is needed and how to fill the gap. Working directly with major building and civil contractors, this program has two main components:

- Funding for a range of workforce planning, development and skills coordination activities, with a focus on social inclusion initiatives in 2024-25.
- Subsidies for a range of building and construction training under our building and civil programs including Higher Qualifications and Short Courses.

This program seeks to build skills throughout the supply chain of building and construction subcontractors, businesses and associated workforces. Feedback between stakeholders helps provide insights across sectors, trends and projects across the Major Contractors network. The program also actively encourages and facilitates Construction Pathways programs.

“...to build skills throughout the supply chain of building and construction subcontractors, businesses and associated workforces”



Image: Cross River Rail

\$35.1M



Building specific programs \$17.6M

Tailored qualifications and services for residential and commercial builders, workers and subcontractors.

Higher Qualifications \$4.7M | specialist, management and post-trade qualifications

This program grants existing workers, including apprentices and trainees, subsidised access to a range of targeted qualifications at Certificate IV, Diploma and Advanced Diploma level to respond to industry demand for deeper skills and qualifications.

Popular courses include Certificate IV in Electrical - Renewable Energy, Diploma of Project Management and Certificate IV in Building and Construction Estimating.

Short Courses \$10.5M | licences, tickets, new skills

The Building Short Courses program focuses on developing flexible competencies and skill sets to meet the needs of workers and businesses.

- **Targeted skills needs** | a suite of courses including 15+ business and environmental sustainability courses, 20+ high risk work licences, 15+ plumbing, gas fitting and fire protection courses and 30+ electrical courses.
- **Safety** | 25+ short courses focused on awareness, education and prevention on issues such as silica, asbestos, high risk equipment and legionella management along with electrical awareness and workplace health and safety programs.

Skills Assessment and Gap Training \$2.4M | an alternate pathway to a trade qualification

Funding is offered to support existing workers and new entrants gain a Certificate III in a range of trades through skills assessment and targeted training.

This program helps established workers with strong experience and good skill levels in a given trade area to undertake gap training to gain a qualification.



Supported trades: carpentry, cabinet making, concreting, steelfixing, solid plastering, roof tiling and landscape construction.

Civil specific programs \$12M⁸

Training and services designed to meet the needs of civil workers and businesses.

Higher Qualifications \$1.3M | specialist, management and post-trade qualifications

Linked to industry demand for deeper skills and qualifications, this program allows existing workers, including apprentices and trainees, subsidised access to the following qualifications:

- Certificate IV in Civil Construction Operations
- Certificate IV in Civil Construction Supervision
- Diploma of Civil Construction Management
- Advanced Diploma of Civil Construction.

Short Courses \$9M | licences, tickets, new skills

Civil Short Courses delivers flexible competencies and skill sets to meet worker and business needs with a focus on targeted skills needs and safety.

- **Targeted skills needs** | 25+ short courses to assist civil companies and workers stay current and meet workplace demands.
- **Safety** | helping to meet the industry safety requirements and associated requirements of licensing and regulatory authorities such as Workplace Health and Safety Queensland and the Queensland Building and Construction Commission.

Civil Skills Assessment and Gap Training \$1.7M | an alternate pathway to a trade qualification

We offer funding to support workers and new entrants to gain a Certificate III in:

- Civil Plant Operations
- Civil Construction
- Trenchless Technology.

This program is designed for workers with strong experience and good skill levels in a given trade area who require gap training to gain a qualification.



⁸The program is delivered by CSQ in partnership with Department of Employment, Small Business and Training (DESBT) under a co-investment model.



Business capability and wellbeing

Support for businesses and workers with a range of small business, apprentice and mental health programs.



Image: Cross River Rail

Industry Wellbeing \$2.6M | supporting a safe work environment

In 2024-25, we will continue our programs supporting healthy workers and a safe work environment across the three focus areas of mental health, corporate social responsibility and diversity, ensuring that programs and funding are allocated to the areas of most need.

Mental health

- Mental health awareness and support services
- Suicide prevention programs

Corporate social responsibility

- Partnering with charities and not-for-profits
- Supporting initiatives including domestic violence prevention, sun exposure and cable danger awareness

Social inclusion

- Working with industry partners, charities and not-for-profits to develop and deliver diversity projects
- Priority projects include increased support for women in the industry and in trade roles, and a strong focus on Indigenous participation and pathways.

Small Business \$300K | helping sole traders and SMEs prosper

CSQ is committed to helping all parts of the industry succeed. This popular program encourages accessible and user-friendly knowledge and skills targeted to SMEs.

Business owners and staff can benefit from a range of training and education to enhance their business capability.

In 2024-25, we will support targeted small business services to complement a range of Government programs and ensure Queensland small construction businesses can access the support they need to succeed.

Apprentice Support \$1.4M | enhancing participation in and completion of apprenticeships and traineeships

We are committed to supporting apprentices to fully participate, engage with and complete their qualifications. Apprentice Support program providers deliver targeted support services across mentoring, life skills, networking and future occupational opportunities. Reducing the likelihood of non-completion is a focus, with planned intervention points to help apprentices succeed.

\$5.5M



Industry Skills Coordination Grants \$1.2M | enabling skills through remote, regional and state-wide engagement

Industry Skills Coordination Grants help Queensland building and construction industry associations at regional, remote and state-wide levels engage with and support skills issues.

The skills sector can be complex and these grants help associations build a deeper understanding of the systems and policies that link to skills development. This includes targets for certain groups under major government funded projects, linkages between the skills system and industrial awards, licensing and regulation and differing requirements by project stage and by project type.

Our coordinated approach – across sectors, occupations and skills-based intelligence; industry-wide engagement; and training needs analysis – builds a deep understanding and creates a more skilled workforce across Queensland’s building and construction industry.

A collaborative element to this program generates a shared understanding of best practice improvements in workforce planning, safety, productivity and innovation. It also helps us to improve access to training and business capability programs.

“Ensuring that programs and funding are allocated to the areas of most need”





Industry, corporate and support services

**Supporting the
industry through
insightful research
and sound operations.**

Research and Data, Industry Services \$4.7M

The Research and Data and Industry Services functions keep us connected with industry, regions and government. We create content to inform and inspire industry about the future of work in construction. We collaborate on issues that impact the building and construction industry and design responsive programs.

Research and Data

Key priorities for 2024-25

- Drive innovation, conduct research and develop key publications and products for the building and construction industry
- Review and analyse data, evidence and market intelligence
- Collaborate with government and industry to undertake focused workforce planning activities for key infrastructure projects.

Industry Services

Key priorities for 2024-25

- Lead engagement with stakeholders across Queensland regarding skills leadership, supporting industry capability development and promoting CSQ's market intelligence, programs and services
- Lead and refine key programs and educate industry on the importance of workforce development
- Provide on the ground intelligence through year-round industry consultation and conduct information sessions to inform our investment plan
- Enhance CSQ's workforce planning approach and expand leadership of projects from client through to delivery
- Revitalise CSQ's Pathways service delivery, under a new Construction Pathways strategy.



Image: John Holland

\$8.4M



Procurement, Corporate, Finance and Marketing and Communications \$3.7M

Our Procurement Services, Marketing and Communications, Corporate Services and the Finance and Administration teams support the operations of CSQ. Activities range from financial and budget management and reporting, human resources, information and communication technologies, through to marketing and communications leadership. These functions aim for efficient, responsible and sustainable management.

Procurement Services

Key priorities for 2024-25

- Continued management of programs through equitable and transparent procurement with RTOs and other providers
- Strategic approach to training procurement, matching industry intelligence with targeted tendering to better match training supply to regional skills demand
- Efficiency through streamlined procurement processes and digitisation of contract management systems
- Robust purchasing processes, contract management and validation of data
- Develop tailored, automated, program activity reporting
- Deliver detailed program development policies
- Policy leadership, research, review and evaluation
- Identify and leverage opportunities to respond to, collaborate on and inform skills and industry policy.

Marketing and Communications

Key priorities for 2024-25

- Build positive brand and market awareness
- Promote CSQ services to industry
- Promote careers in construction
- Boost audience engagement through targeted strategies
- Innovate delivery of CSQ content through new and emerging platforms.

Corporate Services

Key priorities for 2024-25

- Deliver the CSQ Training Plan and corporate planning
- Provide legal expertise to cover CSQ's contractual, risk and corporate governance frameworks
- Company Secretariat services
- Strategic Human Resource advice, organisational measurement, planning, implementation and ongoing review
- Management of office facilities.

Finance and Administration and QLeave Fee

Key priorities for 2024-25

- Continued accountable financial management and reporting
- Efficient and effective IT network and digital solutions
- Administer Levy through QLeave.

“Collaborate on issues that impact the building and construction industry and design responsive programs”



Image: Cross River Rail

Executive leadership team

CSQ's executive leadership team provides leadership and direction to support the operations of the organisation and to implement the strategic direction set by the Board.

- **Geoff Clare**
Chief Executive Officer
- **Carla Crawford**
Director Corporate Services and Company Secretary
- **Sean Cumiskey**
General Manager Industry Services and Procurement
- **Kim Hetherington**
Director Workforce Capability
- **Gavin Leckenby**
Director Policy and Planning
- **Sue McCosker**
Director Marketing and Communications

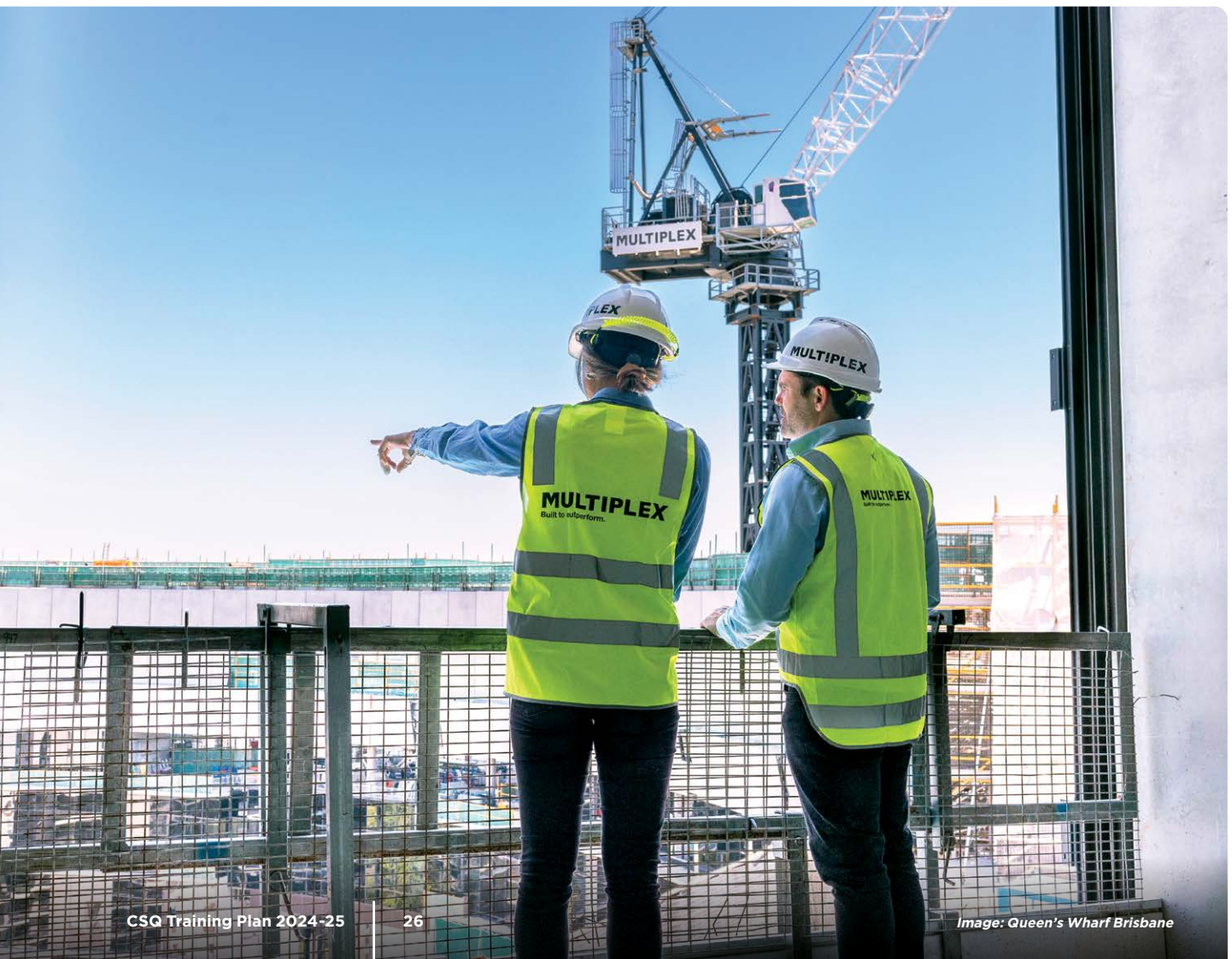




Image: Cross River Rail



Our Board

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

- **Michael Kinnane, Chair**
- **Marina Chambers**
- **Penny Cornah**
- **Emma Eaves**
- **Sue-Ann Fresneda**
- **Steven Koch**
- **Damian Long**
- **Rohan Webb**



Visit: **[csq.org.au](https://www.csq.org.au)**

Call: **1800 798 488**

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