

## Our purpose is to connect Queensland manufacturers with the skilled workforce they need now and into the future

*Our vision is for Queensland manufacturing to thrive with a skilled, adaptive workforce—where industry needs are translated into coordinated training solutions, every manufacturer can access the talent they require, and the sector is a powerful driver of economic prosperity and innovation*

KEY PERFORMANCE INDICATORS						
MANUFACTURER CONNECTION SUCCESS RATE Percentage of manufacturers who report MSQ helped them access the skilled workforce they need			SKILLS GAP CLOSURE PROGRESS Number of identified priority manufacturing skills gaps that are being actively addressed through MSQ activities			
PRIORITIES	<b>INDUSTRY INTELLIGENCE AND WORKFORCE PLANNING</b> <i>Provide evidence-based skills intelligence to inform investment decisions</i>	<b>STRATEGIC COORDINATION AND SYSTEM INTEGRATION</b> <i>Connect skills ecosystem partners to deliver maximum impact without duplication</i>	<b>WORKFORCE ATTRACTION AND CAPABILITY ENABLEMENT</b> <i>Strengthen the pipeline and capacity for manufacturing's future</i>	<b>GOVERNMENT ALIGNMENT AND IMPACT DELIVERY</b> <i>Achieve outcomes for government while maintaining industry credibility</i>	<b>ORGANISATIONAL EFFECTIVENESS</b> <i>Operate as a lean, well-governed, financially resilient organisation</i>	
KPIs	<b>Intelligence utilisation</b> Number of formal submissions to government that incorporate MSQ workforce intelligence, and percentage of submissions adopted in government or industry investment decisions	<b>Coordination multiplier</b> Dollar value of workforce solutions coordinated per dollar of MSQ revenue	<b>Manufacturing pipeline support</b> Individuals actively participating in or completing MSQ-facilitated career development programs, training initiatives, and employment pathways	<b>Economic impact</b> Economic benefit generated per dollar of government funding invested through MSQ initiatives	<b>Financial sustainability ratio</b> Proportion of operational costs covered by diversified revenue streams beyond core government funding	
OUR STRATEGIES	Develop and maintain comprehensive manufacturing workforce data repository and analytics capability	Leverage funding to address identified gaps	Connect schools and students to modern manufacturing career pathways and opportunities	Align initiatives with the Right Skills Strategy 2025-2028 and the Transforming Queensland Manufacturing Strategy 2025-30	Build and retain high-performing team with capability in industry intelligence, coordination and stakeholder engagement	
	Conduct industry-led needs analysis and emerging skills forecasting	Partner with public and private education and training providers to develop industry-validated solutions	Position manufacturing as a career destination critical to Queensland's prosperity	Deliver government workforce initiatives in manufacturing to industry in a practical and accessible way	Scale operations to match confirmed funding while maintaining strategic focus and boundaries	
	Provide strategic advisory services to government on priority skills gaps and investment opportunities	Facilitate connections between manufacturers and appropriate training and funding pathways	Support businesses to connect with jobseekers and apprentices, with targeted pathways for underrepresented and diverse communities	Provide credible data and feedback to inform policy, training packages and system improvements	Maintain strong governance, risk management and Board effectiveness	
	Publish Annual Training Plans that translate industry needs into actionable workforce solutions	Support Queensland Manufacturing Hubs with data, intelligence and program development, coordination and co-investment	Facilitate investment in productivity solutions that address workforce shortages, foster inclusion, and enhance efficiency	Measure and communicate economic and social impact of interventions	Diversify revenue streams (government base funding, commercial services, co-investment) to support long-term financial sustainability	
	Leverage regional networks for real-time intelligence gathering and development of skills and workforce programs, products and services	Test and pilot innovative approaches with delivery partners to meet identified needs	Support emerging priorities with workforce planning	Maintain independence and agility while ensuring accountability for public investment	Operate with lean, efficient back-office functions that maximise industry impact	
OUR VALUES						
<b>COLLABORATE</b> We take a proactive and consultative approach to advocate for, and engage with, industry to develop partnerships for shared success.		<b>INNOVATE</b> We challenge the status quo, we take an inquisitive, creative, future-focused approach to strengthen industry.		<b>CREATE IMPACT</b> We focus on achieving industry success through an evidence-based and results-driven approach. We make a difference.		

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### KEY PERFORMANCE INDICATORS

#### MANUFACTURER CONNECTION SUCCESS RATE

Percentage of manufacturers who report MSQ helped them access the skilled workforce they need

#### SKILLS GAP CLOSURE PROGRESS

Number of identified priority manufacturing skills gaps that are being actively addressed through MSQ activities

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### OUR VALUES

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#### CREATE IMPACT

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As a recognised delivery partner of Queensland Government, Manufacturing Skills Queensland bridges government priorities with manufacturing sector needs. Our 2026–2029 strategy turns policy into targeted action, ensuring public investment delivers genuine outcomes for skills development and industry growth. We provide critical workforce intelligence, coordinate with Queensland Manufacturing Hubs, and identify emerging training needs across the sector.

	SKILLS STRATEGY PRIORITY	KEY COMMITMENTS	HOW MSQ DELIVERS	MANUFACTURING STRATEGY PRIORITY	KEY COMMITMENTS	HOW MSQ DELIVERS
STRATEGIC CONNECTIONS	<b>The Right Skills for Queensland's ECONOMY: Right skills, at the right time, in the right place</b>	<ul style="list-style-type: none"> <li>Deliver flexible, industry-led training solutions</li> <li>Invest in critical and emerging industries (construction, Brisbane 2032)</li> <li>Partner with industry to develop, attract and retain skilled workforce</li> <li>Promote skilled careers to secure pipeline</li> </ul>	<p><b>MSQ Priority 1: Industry Intelligence &amp; Workforce Planning</b></p> <ul style="list-style-type: none"> <li>Evidence-based Annual Training Plans identify "right skills"</li> <li>Real-time manufacturing needs analysis with industry and Hubs</li> </ul> <p><b>MSQ Priority 3: Workforce Attraction &amp; Capability Development</b></p> <ul style="list-style-type: none"> <li>Career promotion to students and jobseekers</li> <li>Position manufacturing as a career destination critical to Queensland's prosperity</li> <li>Connect businesses with talent pipeline</li> </ul>	<b>TQMS PRIORITY 4: Showcase manufacturing and support a skilled and inclusive workforce</b>	<ul style="list-style-type: none"> <li>Position manufacturing as exciting, diverse industry with range of roles</li> <li>Attract and retain highly skilled, inclusive workforce</li> <li>Promote to under-represented cohorts (women, First Nations, diverse backgrounds)</li> <li>Identify emerging training needs with industry, VET providers, ARM Hub, MSQ</li> <li>Leverage Brisbane 2032 to showcase manufacturing</li> </ul>	<p><b>MSQ Priority 1: Industry Intelligence</b></p> <ul style="list-style-type: none"> <li>Leverage regional networks, including Queensland Manufacturing Hubs for real-time intelligence gathering and development</li> </ul> <p><b>MSQ Priority 3: Workforce Attraction</b></p> <ul style="list-style-type: none"> <li>Position manufacturing as a career destination</li> <li>Promote manufacturing careers to schools, students, and parents</li> <li>Support workforce diversity initiatives</li> <li>Connect talent pipeline to manufacturers</li> </ul> <p><b>MSQ Priority 4: Government Alignment</b></p> <ul style="list-style-type: none"> <li>Partner on Brisbane 2032 workforce planning</li> <li>Support government showcase initiatives</li> </ul>
	<b>The Right Skills for QUEENSLANDERS: Skills to secure jobs and economic security</b>	<ul style="list-style-type: none"> <li>Deliver skills to secure employment</li> <li>Create clear pathways to employment</li> <li>Support diverse and resilient workforce</li> <li>Strengthen pathways from school to employment</li> </ul>	<p><b>MSQ Priority 3: Workforce Attraction &amp; Capability Development</b></p> <ul style="list-style-type: none"> <li>Connect jobseekers with manufacturing employers</li> <li>Support career pathways from training to real jobs</li> <li>Focus on diversity (women, First Nations, underrepresented groups)</li> <li>Connect schools/students to modern manufacturing careers</li> </ul>	<b>TQMS PRIORITY 1: Drive innovation and productivity growth</b>	<ul style="list-style-type: none"> <li>Support innovation and productivity across manufacturing sectors</li> <li>Target sectors: defence, aerospace, medical, food/beverage, critical minerals, energy</li> </ul>	<p><b>MSQ Priority 1: Industry Intelligence</b></p> <ul style="list-style-type: none"> <li>Sector-specific workforce intelligence for priority sectors</li> </ul> <p><b>MSQ Priority 3: Workforce Solutions</b></p> <ul style="list-style-type: none"> <li>Productivity solutions that address workforce shortages</li> <li>Support emerging industries with workforce planning</li> </ul>
	<b>The Right Skills from a robust TRAINING SYSTEM: Coordination and data-driven investment</b>	<ul style="list-style-type: none"> <li>Ensure training access for regions and niche industries</li> <li>Enhance data use to strengthen quality and performance</li> <li>Build diverse network of providers</li> <li>Government provides leadership and coordination</li> </ul>	<p><b>MSQ Priority 2: Strategic Coordination &amp; System Integration</b></p> <ul style="list-style-type: none"> <li>Partner with TAFE/RTOs for thin markets and regional needs</li> <li>Coordinate funding across government, federal, industry sources</li> <li>Prevent duplication through system-wide coordination</li> </ul> <p><b>MSQ Priority 4: Government Alignment &amp; Impact Delivery</b></p> <ul style="list-style-type: none"> <li>Provide credible data to inform investment decisions</li> <li>Deliver government workforce initiatives</li> </ul>	<b>TQMS PRIORITY 3: Drive resilient local supply chains</b>	<ul style="list-style-type: none"> <li>Maximise local procurement opportunities</li> <li>Support manufacturing capacity including for Brisbane 2032</li> </ul>	<p><b>MSQ Priority 3: Workforce Planning</b></p> <ul style="list-style-type: none"> <li>Support Brisbane 2032 supply chain workforce requirements</li> <li>Manufacturers to scale workforce for infrastructure opportunities</li> </ul> <p><b>MSQ Priority 2: System Integration</b></p> <ul style="list-style-type: none"> <li>Maximise manufacturer skills to be able to participate in procurement opportunities</li> </ul>