

Ms Romilly Madew
Chief Executive Officer
Infrastructure Australia

Via Email
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Dear Romilly

**Subject: Civil Contractors Federation Submission in Response to the Infrastructure Australia's
Delivering Outcomes Report**

Thank you for the opportunity to provide comment on Infrastructure Australia's *Delivering Outcomes* Report.

The *Delivering Outcomes* Report makes a number of observations and recommendations Civil Contractors Federation National (CCF) supports, as they have the potential to deliver on reforms to enhance infrastructure industry productivity and innovation. For example, CCF welcomes the Report's recommendations on jurisdictions publishing transparent infrastructure pipelines, incentivizing collaboration between parties, building capability of procurement agencies, moving towards standardised contract arrangements, ensuring appropriate risk allocation between industry and government and improving security of payment for contractors.

However, following consideration of the *Delivering Outcomes* Report, CCF has a number of concerns in relation to the Report's overall theme and supporting recommendations. It would appear that the consultative process for this Report did not include the full spectrum of the civil construction sector. Rather, it appears to have focussed strongly on the views of companies operating at the Tier 1 end of Australia's construction market. This is disappointing, as CCF has previously provided Infrastructure Australia with policy recommendations to support the delivery of key infrastructure reforms taking into account the capacity and capabilities of the entire sector. It is also disappointing that CCF was not engaged prior to the draft report being prepared to provide a more diverse perspective on the state of the construction industry and challenges currently being faced.

For example, CCF has previously provided Infrastructure Australia with our report *Rebuilding Australia – A Plan for a Civil Infrastructure Led Recovery* which provides recommendations and solutions in relation to many of the matters raised in the *Delivering Outcomes* Report. Please see following link to the [Rebuilding Australia](#) report, within which are a number of recommendations relevant to the matters raised in *Delivering Outcomes*.

These include recommendations relating to:

- improved planning and risk management;
- streamlining and reforming the tendering process;
- greater consideration of more collaborative procurement models; and
- more appropriate contractual risk allocation.

Regarding the apparent consultative processes undertaken by Infrastructure Australia to produce *Delivering Outcomes*, I observe similarities between it and the development of the 2021 Infrastructure Market Capacity Report and the proposed 'Culture Standard' by the Construction Industry Culture Taskforce (CICT). In 2021, I wrote to Ms

Gabrielle Trainor, Taskforce Chair to express CCF's serious misgivings in relation to the lack of consultation with industry bodies like CCF to develop the Culture Standard.

I attach CCF's submission to the CICT for your information.

As you will note in my letter to Ms Trainor, CCF objects to the mechanism that was used to develop the Standard including the limited number of government and industry stakeholders involved in the CICT. CCF notes the *Delivering Outcomes* Report also lends its support to the finalisation and adoption of the Culture Standard.

CCF is committed to working with all stakeholders to develop proposed measures to achieve a stronger and more sustainable infrastructure industry and so I am disappointed we were not afforded this opportunity in relation to the *Delivering Outcomes* Report, particularly as other segments from the market appeared to have been closely involved in the Report's development.

Had CCF been involved in the development of this Report, we would have further expanded on our *Rebuilding Australia* report, but also the recommendations contained in our submission to the recent Parliamentary Inquiry into *Government Procurement: A Sovereign Security Imperative* conducted by the House of Representatives Standing Committee on Infrastructure, Transport and Cities.

The Committee's recommendations directly address many of the key challenges and opportunities in the procurement of government funded infrastructure, and in many respects, they pick up on a number of recommendations CCF provided in our submission to the Committee. In particular, CCF draws to Infrastructure Australia's attention the Committee's key recommendation to enhance sovereign capacity, namely:

- *"The Committee sees that increasing the access of tier two and three companies, and related Australian small and medium enterprises, to projects in the Australian infrastructure pipeline as key to enhancing Australia's sovereign industry capacity."*

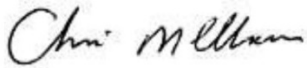
And for the Australian Government to consider:

- *providing opportunities in procurement and contracting to engage local industry and utilise local content;*
- *ways to break up projects into packages of less than \$500 million to increase competitiveness by tier two and three companies".*

It raises the question how this recommendation aligns with the *Delivering Outcomes*' key proposal for governments to progressively adopt and implement 'outcomes-focused delivery models' and how such an approach would help support Australia's sovereign capacity. CCF would like to better understand how the adoption of 'outcomes-focused delivery models' would impact or enhance the involvement of tier 2, 3 and 4 civil construction companies, who in many cases are the businesses that ultimately self-perform a significant portion of Australia's infrastructure construction, and how such a model would support greater competition and improved productivity in the market. Improved productivity is best achieved through fairer risk allocation, more consistency in procurement, better planning and improved technology use. It will not be achieved by an over reliance on 10-year infrastructure programs disproportionately benefitting a small segment of the market. CCF would also request consideration on how this program would enable, and not stifle, the growth of Australia's self-performing SME's such that they can grow Australia's sovereign construction capability.

Furthermore, CCF is concerned that the *Delivering Outcomes* holds up overseas examples, such as the UK Construction Playbook and Project 13, as role models for consolidating best practice procurement and delivery processes. CCF contends there is insufficient evidence to do so and that there is lack of long-term data from these overseas models to justify their direct application in Australia. CCF cautions that the application of overseas frameworks in the Australian market, which are still in their infancy, run the very real risk of distorting the local civil construction market and undermining industry sustainability and sovereign capacity. Can Infrastructure Australia advise in more detail how it reached this conclusion in support of the UK Model?

CCF shares Infrastructure Australia's commitment for industry and government stakeholders to work more closely together to deliver on reforms to improve the way infrastructure is planned, procured, delivered and managed. This commitment is demonstrated by CCF's advocacy for an Infrastructure Industry Consultative Forum to provide a mechanism through which industry leaders can provide direct input to Government on key matters affecting the infrastructure industry, including procurement, investment and skills. We would therefore welcome the opportunity to discuss with you the recommendations contained in the *Delivering Outcomes* report to improve infrastructure industry productivity and innovation.



Yours sincerely
Chris Melham
Chief Executive Officer
Civil Contractors Federation National

4 May 2022

17th December 2021

The Chair
Construction Industry Culture Taskforce

Email: gabrielletrainor@cultureinconstruction.com.au

Subject: **Submission on the Proposed CICT Culture Standard for the Construction Industry**

Introduction

Civil Contractors Federation National (CCF) welcomes the opportunity to provide a submission on the Culture Standard (hereinafter referred to as the "Standard") for the Australian construction industry that was released by the Construction Industry Culture Taskforce (CICT) – proponents of the Standard - in October 2021.

Further, CCF acknowledges a letter dated 9th November 2021 by the Chair of the CICT, Gabrielle Trainor AO formally bringing CCF's attention to the existence of the Standard and inviting CCF to provide feedback on the Culture Standard and wishes to thank Gabrielle and Diana Burgess for providing a briefing to CCF on Thursday 2nd December 2021.

CCF wishes to place on record that prior to the receipt of this letter and briefing, no formal correspondence had been received by CCF from CICT regarding the development of the Standard and as such CCF has had no prior knowledge or involvement in its development and has no connection with the parties that comprise the CICT forum.

The purpose of this submission is threefold:

- to acknowledge and accept the invitation received from CICT to provide feedback,
- to provide a clear position statement from CCF regarding CICT's approach to addressing culture within the civil construction sector, and
- to demonstrate that the CICT has underestimated the commitment already in play by CCF, governments and industry to address the key challenges impacting on the long-term sustainability of our sector.

At the outset CCF understands that CICT has been working on its approach since 2018 and we wish to acknowledge the CICT's commitment to wellbeing, time of life and diversity. CCF shares this commitment to make continuous improvement to culture within our industry but opposes the use of mandation regarding quotas, targets and their inclusion in the procurement process.

However, CCF also has a strong objection to the Standard being developed without other key industry bodies, like CCF, being afforded a 'seat at the table' to provide input into this agenda and the development and implementation method of the Standard since 2018. Furthermore, we object to the 'last minute' and narrow window presented to stakeholders to provide comment and feedback with the paper being released in October 2021 and feedback sought by 17 December 2021.

It is therefore not CCF's intention to provide detailed comment regarding the 12 questions posed in the paper, as we have serious concerns in relation to the process undertaken to get the Standard to this point and so it would be premature to provide detailed comment on the Standard's components. Rather, CCF is providing an overarching response to the approach taken by CICT, including feedback from our members so that our position is formally tabled and forms the basis for further consultation should the CICT wish to do so.

Executive Summary

- CCF supports the enhancement of civil infrastructure capacity and sustainability of the industry and improving the lives of those working in it. To demonstrate our commitment, this submission proudly outlines a number of tangible programs and initiatives showcasing CCFs strong track record in addressing, diversity, wellness and time for life.
- CCF opposes a set of standards being incorporated into the procurement process and does not support the recommendation by CICT and ACA to have the Standard mandated by federal and state procurement agencies under the National Infrastructure Partnership Agreement
- CCF is disappointed that the CICT does not acknowledge the plethora of industry and government programs and initiatives already in operation to address and improve time of life, wellbeing, and diversity in the civil construction sector.

Civil Contractors Federation – Background

By way of background, CCF is the peak national voice of the civil infrastructure sector representing over 1,900 companies throughout Australia. CCF members are responsible for the construction and maintenance of Australia's civil infrastructure, including roads, rail, bridges, pipelines, drainage, ports and utilities. Our members also play a vital role in the residential and commercial building construction industry by providing earthmoving and land development services including the provision of power, water, communications and gas.

CCF is a federated member representative organisation with eight State and Territory industry member organisations with offices located in every major capital city of Australia with our focus and collaboration occurring at all three levels of government.

CCF is also a registered employer body with the Fair Work Commission representing the interests of members and the civil infrastructure sector on industrial relations matters including those referenced in the Culture Standard.

CCF members and non-members alike enjoy a wide range of benefits and services including;

- Being part of programs and initiatives that address wellbeing, time of life, diversity and sustainability;
- Collectively forming a united voice on issues affecting the industry and collaborating with governments at all levels to address them;
- Participating in the development of the industry through involvement in industry working groups and committees;
- Networking with fellow contractors and clients at formal and informal functions;
- Access to industrial relations, legal, environmental and WHS advice, support and consultancy services;
- Tools to improve their business performance and sustainability through industry-specific Integrated Management Systems and Certification Programs; and
- Access to industry-specific training for their management and staff through our highly regarded 'not for profit' registered training organisation known as 'Civil Train'.

CCF is a proud contributor and instigator of proactive initiatives and programs when it comes to addressing wellbeing, time for life, diversity and sustainability in the civil infrastructure sector as demonstrated further on in this submission. These initiatives and programs are continually assessed and refined to ensure they are meeting the current and emerging needs of civil construction companies, workers within our industry and governments. **Please refer to Appendix A for a detailed summary of this commitment.**

Consultation Process

CCF has significant objections in relation to the mechanism that was used to develop the Standard including the limited number of government and industry stakeholders involved in the CICT. Furthermore, we have concerns in relation to the 'last minute' consultation process whereby the Standard was released in October/November 2021 for public comment with submissions closing between 30th November and 17th December 2021 (depending on which method is used).

This falls well short of meeting best practice standards when looking to mandate or introduce a Standard into government legislation and/or the infrastructure procurement process at federal and state levels. Please refer to the Commonwealth Government's Best Practice Consultation Guide [click here](#) which is produced by the Department of Prime Minister and Cabinet.

In the consultation paper date 15 October 2021, it states: *"The Construction Industry Culture Taskforce (CICT) is a collaboration between the NSW and Victorian public sectors, the Australian Constructors Association and leaders from industry and academia. It was established in August 2018 and arose from the outputs of the Construction Industry Leadership Forum (CILF)".*

This begs the following questions:

- why does the CICT only comprise two state governments, NSW and Victoria and one industry body ACA which only has 17 members, none of which are NSW or Victorian owned companies?
- have the entities involved in the Standard's development been open to approaches from other industry bodies to join the CILF and/or CICT? If not, why?
- Of the two state governments involved, what level of bureaucracy is involved and does the CICT have ministerial endorsement in those two states?
- Why hasn't the CICT or CILF reached out to other jurisdictions and/or industry bodies like CCF at the inception stage to participate?

CCF subscribes to the position that in order to achieve real cultural change in the infrastructure industry, members of the industry must have a 'seat at the table' so they can take ownership of the changes. Industry cannot simply have change imposed on them – they must be provided the opportunity to shape the changes. Failure to do this significantly reduces the likelihood of achieving real and long-lasting change throughout the industry. This principle is reinforced by one of the key principles of the Commonwealth Government's Best Practice Consultation Guide, which states that consultation should occur in a *genuine and timely way* with affected businesses, community organisations and individuals, as well as other policy makers to avoid creating cumulative or overlapping regulatory burdens.

Furthermore, the Guide states that a genuine consultation process ensures that *real-world impacts* of the policy options have been considered, stating that this consultation is likely to lead to better outcomes and greater acceptance in the community, particularly among any stakeholders who may be adversely affected by the policy. And finally, the Guide reinforces the need for consultation to be broad based, transparent, not rushed and continuous. As stated earlier, releasing the Paper in late October/early November 2021 and requiring feedback in mid-December 2021 falls well short of this principle.

CCF also notes the participating states involved in the development of this standard – NSW and Victoria – both have frameworks spelling out their commitment to genuine consultation with affected groups during all stages of their projects, namely Transport for NSW's Community Engagement Policy ([click here](#)) and Engage Victoria's Victorian Government Public Engagement and Partnership Vision ([click here](#)).

CCF also notes the CICT proposes that the Standard be implemented on public sector projects via the procurement process within each Australian jurisdiction. Given this would have a significant and wide-reaching effect on infrastructure procurement processes, and should CICT be successful in progressing the standard to this stage, CCF will insist of government that a Regulatory Impact Statement (RIS) be undertaken by government as part of the consultation process to better understand the Standard’s potential impacts on individual business operations within the Australian construction sector.

A RIS is a fundamental component of good policy making and given the Australian Constructors Association are advocating for the Standard to be mandated via the Infrastructure Partnership Agreement, CCF will insist the Federal Government develop a RIS and follow due process.

Consultation Feedback – Quotas

Notwithstanding CCF’s concerns in relation to the short consultation process that has been imposed to obtain industry feedback on the Culture Standard, CCF has commenced consulting with its members to obtain direct industry feedback. The first of these consultation processes CCF is undertaking is on the issue of quotas.

CCF will be pleased to provide the CICT with the full national results of its survey when they are finalised, but we can however provide the Taskforce with sample data obtained from NSW and Qld.

	New South Wales	Queensland
	Contractor (Total Membership - 334) Response rate - 45.5%	Survey Size – 78 Contractors Response Rate 43.6%
For quotas	9 (6% of responses)	2 (6%)
No quotas	143 (94% of responses) Of these responses, 24% were from women	32 (94%) Of these responses, 34% were from women

In the short time we have had to review the Culture Document, 175 contractor members have responded to the survey with nearly 95% of respondents not supporting quotas. This preliminary data is emphatic and provides very clear evidence of industry’s strong opposition to quotas, from both men *and* women.

Culture Standard Objectives

The Standard Consultation Paper states as follows: *It [The Culture Standard] is a key step to securing the sustainability of the construction industry and ensuring it can deliver the projects needed to shape Australia’s future.*

The CCF is supportive of this objective and has demonstrated its commitment to improving the lives of those working in arguably the most critical industry sector in the Australian economy that determines the living standards of every Australian through the civil infrastructure pipeline construct in cities, urban, regional, rural and remote Australian communities. As such, CCF is concerned that the industry outside of the ‘city’ has not been involved in the Standard’s development nor has it been consulted raising more questions about its validity and applicability in regional, rural and remote Australia.

How would the culture standard for example be implemented in regional and remote locations where there is little to no residential workforce – i.e., the workforce is predominately FIFO. Limits on working hours can cause other issues whereby an idle workforce can turn to boredom, alcohol, and other anti-social behaviours – counterproductive to the stated objectives of the Standard.

Working in a remote location with limited hours (and therefore reduced pay) will also exacerbate an already tough labour market in that tough remote environment. Basically, the industry would need more people to achieve the same number of manhours of work on a project and convince them to sacrifice going home to their families everyday for less take home pay in an environment that encourages anti-social behaviour.

CCF understands the Standard is being proposed to lift productivity and performance and addresses the major issues impacting our industry and its workforce, including:

1. excessive work hours and fatigue,
2. poor mental health, and
3. failure to attract and retain a diverse workforce.

The underlying Culture Standard seeks to support a construction industry where:

1. everyone has a place and feels valued,
2. wellbeing is prioritised across all job roles, and
3. everyone has access to flexible work options and caps on working hours, so they have time for life,

CCF is concerned that the consultation paper underscores and underplays the demonstrated and existing commitment by governments and industry to address the Culture Standard as defined in the paper. More widespread consultation with industry throughout the development of the Standard would have addressed this shortcoming. Instead, the Paper highlights the extent of the problem as assessed by one economist, namely BIS Oxford Economics but fails to acknowledge or place a value on the efforts that are already in place to address the problem, thereby overestimating the cost.

CCF'S STRONG COMMITMENT TO WELLBEING TIME FOR LIFE, DIVERSITY AND SUSTAINABILITY

CCF as one industry stakeholder is pleased to provide a summary of its current commitment and involvement in addressing wellbeing, time for life, diversity, sustainability, demonstrating CCF's ongoing commitments to the issues and subsequent objective of the Standard – noting this is not an exhaustive list. **Please refer to Appendix A.**

Closing

CCF acknowledges that the CICT's proposed Culture Standard for the Construction Industry is seeking to address significant challenges within the civil infrastructure sector to provide more sustainable benefits to industry, clients, the workforce and their families.

CCF however contends that in addition to the work being undertaken by CICT, CCF and other industry and government stakeholders similarly are addressing these challenges which collectively are enhancing industry diversity, wellbeing, time for life, capacity and sustainability. Further, civil construction companies overwhelmingly are opposed to mandatory quotas as evidenced by the data presented in this submission.

The current framework for addressing these challenges is a combination of existing laws of the land, for example, industrial relations legislation that addresses workplace issues such as hours of work, and voluntary collaborative programs between industry and government such as those mentioned above by CCF.

Prior to any fundamental change to this existing framework, there needs to be greater examination as to whether it would potentially impose unreasonable cost burdens on construction companies, and present discriminatory trade practices that either encourage exit from the procurement process or act as a barrier to entry.

In closing, the CCF remains committed to addressing the challenges of wellbeing, time of life and diversity and is open to having a more formal dialogue with CICT and CILF, however we cannot support the approach taken by CICT for the reasons outlined in this response, including mandating of the Standard.

Yours sincerely



Chris Melham
Chief Executive Officer
Civil Contractors Federation National

17th December 2021

APPENDIX A

CCF'S STRONG COMMITMENT TO WELLBEING TIME FOR LIFE, DIVERSITY AND SUSTAINABILITY

CCF believes significant and long-lasting culture change in the construction industry can only be developed from the ground up with the involvement of all stakeholders. CCF as one industry stakeholder is pleased to provide a summary of its current commitment and involvement in addressing wellbeing, time for life, diversity, sustainability, demonstrating CCF's ongoing commitments to the issues and subsequent objective of the Standard – noting this is not an exhaustive list.

Whilst the following programs and initiatives have been categorised under the 3 elements of the Standard, many are contributing to multiple objectives but are not duplicated under each heading.

1. Diversity

Aboriginal Participation

CCF NSW provides a certification regime for Members to audit their businesses against the NSW Government's Aboriginal Participation In Construction (APIC) procurement requirements.

This certification regime allows employers to ensure they have the systems and processes necessary to meet and exceed APIC. CCF NSW provides free document templates, materials, policies and posters for use by employers. To support correct implementation, CCF NSW also provides free legal advice on employment and workplace relations matters.

Gender

In 2012, CCF NSW launched at its annual People Awards Gala Ball its first *Women in Civil of the Year Award*. Independently judged by NAWIC, women of excellence occupying roles from site hands to project managers have been nominated by their employers.

In 2015 CCF NSW's Members, including its Member run *Workforce Development Committee*, realised the need for a separate *Women in Civil Committee* to craft initiatives to better support women join and remain in the industry. Over two years CCF NSW facilitated, with enormous industry support, the development of key elements that would form part of the inaugural *Women in Civil Program v1.0*.

In June 2017, civils' first industry-administered Women in Civil Program was launched. The comprehensive initiative reflects CCF NSW's long-standing belief regarding diversity; to listen to industry, both employers and employees, and to develop action-oriented elements that support more women to join and remain in the civil construction industry.

The **CCF NSW Women in Civil Program** pulls together the following elements:

1. Identification and heralding of female '**champions**', including the penultimate award of our annual **Women in Civil Excellence Award** (This has been running since 2012)
2. The launch of our www.careerincivil.com **website** which explains the roles in the industry and has a very deliberate focus on encouraging females to join the industry
3. Facilitation of monthly networking forum for women through our **Virtual Community** initiative (a very *regional* NSW focus) to which guest speakers are invited.

4. **Training and educating supervisors** about managing a diverse workforce through our partner the Institute of Civil Infrastructure. Courses supporting Leading Hands to CEOs and cover managing a diverse workforce, managing harassment issues, through to developing a strategic focus on diversity.
5. **Providing a package of tools and free legal advice for employers** to support them recruit and retain more females
6. Our **Employers Championing Women in Civil** initiative, which asks employers to publicly commit to supporting women in their workplaces and **CCF NSW's** vision of 50% gender participation by 2050.
7. A structured 10 month **Mentoring Program (2022 will be our fifth year)**.
 - The aim of the Mentoring program is to foster existing female talent within the sector and support them to achieve their career goals
 - Offers Mentors and Mentees a structured, supportive and respectful space to share their industry experiences
 - CCF NSW provides training for both Mentor and Mentee; CCF NSW matches the pairs to ensure best fit and then monitors progress to ensure objectives are being achieved
 - The application process allows people to set out their goals and aspirations, and this helps CCF NSW do the matching with a suitable Mentor
 - The program runs from March to November. There are two key in-person events during the year:
 - A kick off to meet your Mentor and to receive training and materials
 - A graduation ceremony that includes a 'reflection' session.
 - Mentor and Mentee set goals and timelines, then meet at least monthly
 - Over 70 pairs of Mentees and Mentors have completed the free annual program over the past four years.

The Future

On 2021 International Women Day, 8th March, the CCF NSW submitted to the NSW Government a Proposal for WiC 2.0. COVID-19 took centre stage in both Government and CCF NSW's priorities for some months, and so the Proposal was resubmitted, largely unchanged, on 19th October 2021.

As a cornerstone element of the Proposal, CCF NSW outlined a vision of gender participation in the industry in civil roles – equality by 2050. Our vision of 50/50 gender participation by 2050 is based on touchstones to monitor progress, and an active support by WiC 2.0.

The Proposal provides a **coherent, structured framework for willing engagement between stakeholders that will lift participation rates**.

Importantly, it focuses on:

1. **Improving all aspects of the Supply side (the number of women wanting to join the industry)**, and
2. **the Demand side (ensuring we better retain those who join)**

To demonstrate the industry supports equality as its vision, **CCF NSW** asked a diverse sample of its Membership if they would be willing to commit in writing to supporting '50 by 50' and to actively support greater female participation by becoming **Employer Champions for Women in Civil**. Within just days, over 35 employers from Tier 1 multi-national contractors to small regional family businesses, along industry stakeholders such as TAFE NSW, signed the commitment.

So critical does CCF NSW consider this Program to the sustainability of the industry that **CCF NSW** is prepared to invest in each of its years an amount equivalent to over 20% of our current revenue. The NSW Government's requested contribution represents **less than one half of one thousandth of a percent** of what the Government is spending on infrastructure each year.

CCF NSW is leading the way.



Indigenous Participation in Procurement

CCF and its members acknowledge and support the Australian, State and Territory Governments Indigenous Procurement Policy whose overriding objective is to create opportunities for Indigenous businesses to grow and employ more people. It is also about stimulating private investment in new Indigenous businesses. All State and Territory Government are proactive in implementing the IPP.

Commonwealth entities that are required to comply with the Commonwealth Procurement Rules must comply with the policy. This includes ensuring that procuring officers understand and apply the policy to relevant procurements. It also includes actively managing any contracts that include mandatory minimum requirements to ensure these requirements deliver Indigenous employment and supplier use outcomes.

CCF's Women in Civil Program is a multi-faceted program that attracts, recruits, trains, employs and supports leadership development opportunities for women in the civil construction industry. It provides a wraparound program to support women to gain entry into the civil construction industry and become their best.

A positive and aspirational focus on **Women in the Civil Construction Industry**, embodied by celebrating women in the industry, from workers on the ground to leadership and management. Activities are designed to meet their obligations include support, mentoring, information and networking opportunities for women working across the civil construction industry.

Infrastructure Ready Program - the Infrastructure Ready SkillSet program is a four-week training program to give entry-level workforce participants basic measurement and calculation skills relevant to construction, industry standard safety practices, and the ability to operate small plant and equipment used on construction projects. The training includes a one-week supervised work placement which may lead to an offer of employment, an apprenticeship or traineeship. This program has attracted a diverse range of participants of all ages, genders, and cultures, including long-term unemployed and those from low-socio-economic backgrounds.

Future in Civil – a program committed to attracting, supporting and advocating for the diversity of new entrants who work in civil construction - younger people, those who are new to the industry or have less experience, and people from a range of cultural backgrounds including first nations people.

Roads2Civil and Civil Connexions Programs (school based and school leaver pre-apprenticeship program)- an innovative movement seeking to pioneer new Civil Construction Career pathways via: fully-tailored, Industry and Employer led, School based pre-apprenticeship programs, obtaining solid employment and youth engagement

results for South Australia, challenging the status quo with a new 'let's do it differently' approach, advocating and providing for school based and full time civil construction apprenticeships and creating and promoting trade pathway connections to University qualifications

Local Jobs Program – Civil Contractors Federation South Australia Open Roads Project. CCF is partnering with Prime Traffic Solutions and Workskil Australia in South Australia to develop a pre-employment training program to deliver in Port Augusta, North West Country region. As part of its Civil Train program, CCF works with a local employer and employment service providers to facilitate localised employment to indigenous and ex-offender cohort, targeting recognised vocational training and non-vocational barriers to employment. An extended program delivery of 4 weeks to support candidate barriers. With 12 opportunities to gain employment in the region or relocate to Adelaide supported Prime Traffic Solutions and Workskil Australia.

CCF has developed a **Workforce Plan 2019-2025** in Tasmania that outlines key recommendations that aim to increase capacity skill and upskill the sector. This workforce development plan plays an important role in defining Tasmania's needs, challenges and opportunities. This will help create employment opportunities that are spread right across the State from our rural areas to metropolitan regions to support the increasing pipeline of Infrastructure projects slated for Tasmania over the next decade.

Now and into the Future Project Program – this Tasmanian program provides support to industry to respond to actions arising from our workforce development plan. Auditing apprenticeship pathways and school based programs and facilitating what a training brokerage service will look like provides business owners confidence to take on trainees (apprentices).

High Vis Army Program is aimed at building a workforce to build Tasmania's infrastructure. The program is scheduled to run over 4 years to attract, encourage, pursue and increase careers in civil construction. This program will also support the implementation of the recommendation under our workforce development plan.

Right way to traffic – Various pilot training programs using units of competency packaging and qualifications to support those wishing to start their careers in the Civil Industry. Several focused programs have been completed specific to Indigenous, women and disadvantaged.

CCF Civil Skills Cadetship (CSC) Program - a civil industry led solution in Victoria in response to industry skills needs. It is a capacity development opportunity for all stakeholders involved; targeted participants, Industry Mentors, Lead Trainers, CSC Working Group Members, RTOs and Group Training Organisations, including relevant Victorian Government Departments. The main objective of the CSC Program is to develop the capacity of entry level workers to confidently commit to the Certificate III in the Civil Construction and gaining sustainable employment as an apprentice with a civil industry employer.

“Wisdom in Trades” program (pending WTIF grant funding approval – application Oct '21) - building on the success of our Civil Skills Cadetship (CSC), CCF has recently made a grant funding application to the Victorian Government as part of the Department of Education & Training's *Skills First Initiative*, under the Workforce Training & Innovation Fund (WTIF).

The **Construction Industry Skills Sets (CISS) program** is a series of “zero fee” training courses (up to 1000 students), where CCF is offering fully funded short course training to people looking to join or seek new work in the construction industry. This is supported Victorian Government Dept of Education & Training's *Skills For Economic Recovery Initiative*.

Civil Construction Industry Training Committee (CCITC) - CCF convenes the CCITC in Western Australia which includes representatives from contractors, the government and training providers and works to advocate for improvements to civil construction industry training in Western Australia.

A notable component of this committee is recognising the need and advocating for ongoing and increased formal training for supervisors and managers, particularly in relation to attributes required to appropriately supervise, manage and support new industry entrants through social-emotional soft skills such as communication and negotiation. CCF championed, and was successful in receiving, a commitment from the State Government to provide existing worker funding for the Certificate IV in Civil Construction Supervision to enable more employers to afford this training for their employees, in turn boosting these skills overall throughout our industry's supervisors and managers.

Engineering Pathways Industry Cadetship (EPIC)

As part of the EPIC program, Major Road Projects Victoria (MRPV) has co-designed with CCF and the Training for The Future Program, a 1-day session, which provides an overview of the Civil Construction Industry landscape in Australia. This session specifically focuses on:

- Safety and the role of WorkSafe Victoria,
- Relevant regulations, legislations and construction law,
- Working in Australian Civil Construction workplace: working in teams, team roles and responsibilities and possible challenges and expectations of the workplace.

Victorian Industry Participation Policy (VIPP) must be applied by all Victorian government departments and agencies for any type of project with a value of:

- \$1 million or more in regional Victoria, or
- \$3 million or more in metropolitan Melbourne or for state-wide activities,
- minimum local content requirements are set for government projects worth \$50 million or more or for other projects as agreed.

Under the **Major Project Skills Guarantee (MPSG)**, all construction projects valued at or over \$20 million, are required to use Victorian apprentices, trainees or cadets for at least 10 per cent of the total estimated labour hours. In addition, a social procurement policy and framework is also applied under the MPSG to support work for disadvantaged and indigenous sectors of the community.

Skills Development and Training is a critical component of CCF's ongoing contribution to ensure the civil construction industry has the necessary skilled workforce and labour market capacity to undertake the construction project pipeline. This is achieved through the delivery of specialised training programs and initiatives **Civil Train**, CCF's Registered Training Organisation. A sample of our training program includes:

- **RII20715 Certificate II in Civil Construction** - comprises foundation training, designed for newcomers to the industry. This is an excellent course for school-aged students (Yr. 10/11) looking to start their career in civil construction.
- **RII30919 Certificate III in Civil Construction, General** - comprises apprenticeship training delivered as work-based learning (also includes some off-site training). Suitable for new entrants to the industry, or existing workers looking to upskill or formalise their skills, this course offers a nationally accredited and recognised qualification. This is the stream most apprentices and their employers agree to undertake.
- **RII30815 Certificate III in Civil Construction, Plant Operations** - comprises a plant operations focused traineeship, delivered predominately on-site (also includes some off-site training).
- **RII40715 Certificate IV in Civil Construction, Supervision** - this apprenticeship program is for Supervisors in the industry. It is comprehensive course of study for workers who are already Leading Hands or workers aspiring to supervisor/management level. The course units are leadership and management focused.

In the Northern Territory, CCF has worked with the NT Government over the past 3 years to produce a "Value for Territory" assessment framework that is being applied to all NT Government civil procurement activities. This

assessment framework has and will continue to deliver better outcomes for the industry and broader Territory economy by increasing the recognition of the following items in procurement assessment:

- Local Presence
- Employment
- Upskilling / training
- Local industry participation
- Industry development
- Aboriginal participation and
- Commitment to advancing the Territory

Local content now makes up 30% of the total procurement assessment weighting and in most civil projects there is now a 26% Indigenous employment requirement.

CCF continues to support Indigenous training organisations as they build their capability and capacity to provide training opportunities backed with operational equipment resources to improve delivery and employment outcomes for their trainees. Given the NT Government's Indigenous employment requirements that are now built into the tender assessment processes, training programs and outcomes will be vital to project delivery.

CCF is also working with the NT Government and Ambrose Business Solutions to delivery safety information and training opportunities to workers involved in road construction projects in the NT. Ambrose Business Solutions have ensured that much of the content is being delivered in multiple Aboriginal languages.

Procurement roundtable - a collaborative roundtable held between ACT Government and local civil contractors to implement the ACT Government's diversity, culture and safety objectives, improve understanding of all stakeholders of current procurement issues, and lead to improvements in the delivery of local civil infrastructure projects.

2. Wellbeing

- **Seventeen (17) years ago CCF NSW set up**, in consort with an expert workplace health & support firm, access for Members to a civil-specific **Employee Assistance Program**. With psychologists and counsellors available to respond with help to all manner of mental health and wellbeing issues including a workplace accident or incident, family problems, drug or alcohol issues, and even business stress issues. Our Members may contact the free helpline to discuss strategies with experts in mental health and wellbeing who know the civil industry.
- CCF NSW provides a monthly networking forum for women to connect through our **Virtual Community** initiative (a very *regional* NSW focus) to which guest speakers are invited.
- Though CCF NSW's partner the Institute of Civil Infrastructure short courses are provided in managing bullying and harassment in the workplace across most of Australia. These courses are aimed at upskilling leading hands, supervisors and new managers – those for whom skills such as these are seldom taught in the workplace.
- CCF NSW provides webinars for Members and their staff on managing wellbeing and mental health issues. For example, during the recent NSW COVID lockdown, a Flash Conference was delivered by an expert workplace health firm very familiar with the civil industry free of charge to the staff of Members: "Managing the stress of COVID".

Health, Injury and Wellness Initiative – A new self-funded service offering to the civil industry to support health, injury and wellness needs. A unit which also assists with Return to Work management and Work Health and Safety services.

Safety roundtable - a collaborative roundtable held between the ACT Government and local civil contractors to improve safety performance across the sector.

Mates in Construction - CCF continues to work with and promote the value of MATES in Construction, a charitable organisation that undertakes vital work aiming to reduce the rate of suicide among Australian construction workers through its community development programs on work sites and a 24/7 helpline. MATES programs train workers to improve mental health and suicide prevention literacy and engage workforces in creating mentally healthy workplaces.

Raising Wellbeing Awareness

- Partner with TIACS (This is a conversation Starter)
- Programs for previously incarcerated to transition back to Civil
- On site BBQs with guest speakers, to raise awareness on
 - Domestic and Family Violence
 - Movember
 - International Women’s Day
 - International Men’s Day
 - Qld Women’s Week
 - RUOK Day

CCFVIC Taster Program - the Taster Program is an intensive experience for students preparing them to take up an apprenticeship in Civil Construction. This program is informal and driven by the civil industry. Students who are interested, and selected for the Taster Program, attend a four-day focused training program. The four days is a combination of theory and interactive activities, including the completion of Civil Construction Induction, commonly known as “White Card”. Following the four days of focused training, students are then match up with civil construction organisations, where they spend a one week on work placement.

CCFVIC Foresite Program - this program offers an opportunity for third year civil engineering students, to complement their university experiences, with the real civil workplace expectations and challenges, through engagement with the Foresite Program. There is positive value for all involved in the Foresite Program, civil construction organisations, students and the Engineering faculties of the Universities. The intention is to give third year Engineering students, a twelve week ‘taste’ of the civil industry through work placements with our members. It’s an opportunity to work in the industry before graduating, therefore setting each student up for success and being more ‘job ready’ when wanting to start a career in civil construction.

Positive Plans – Positive Futures (PP-PF) Program - “creating mentally health workplaces in civil construction”

The PP-PF project, developed by CCF Victoria, is a State-wide initiative supported by **WorkSafe’s WorkWell Mental Health Improvement Fund**. The Project aims to use Mental Health Action Plans as a key driver to prevent work related stress and burn-out and improve mental health outcomes for young workers and senior professionals in the civil construction industry.

The “**Wisdom in Trades**” program will also establish a Professional Development Framework and a clear Career Pathways program targeting Directorships, People and Technical Leadership, supported by the mentorship, with a priority focus on “**women in leadership**”.

3. Time for Life

CCF is seeking to introduce an exciting new program where highly experienced civil construction workers, leaders, and technical experts in mentoring and leadership, will support the establishment of a professional development **Mentoring Framework for Trades**, specifically targeting civil construction.

The framework will facilitate virtual ‘online’ micro-mentoring, JIT (Just in Time) mentoring, group based and “one on one” mentoring relationship. Special Interest Groups (virtual learning hubs) led by mentors, will be established to support under-represented groups and key ‘hot’ topics to develop the workforce offering ‘**Wisdom transfer**’ through an online portal with a face-to-face option.

CCF is also working with the **Turner Institute for Brain & Mental Health** (part of the Monash University faculty) in conducting research on fatigue management as a result of rostering of workers in the construction industry, together with running a series of “**Women in Construction**” breakfast / luncheon events.

CCF has established a number of Committees in Queensland that specifically address the three components of the proposed Standard as follows:

- CCF QLD Diversity in Civil Construction Committee
- CCF QLD Work Health and Safety Committee
- CCF QLD IR/HR In Civil Construction Committee

Specific agenda items of these 3 committees include:

- Managing mental health and wellbeing in the workplace
- Physical health and safety risks in the workplace
- Mental Health First Aid courses
- Flexible work arrangements and best practices
- Flexibility vs Equality
- Return to work from Injury, secondment or parental leave
- Disability and accessibility
- Employee assistance programs (EAP)
- Gender pay gap
- Employee attraction, retention and incentives
- Skill set/merit vs quota’s
- Youth week and year 13 programs
- Inclusion and diversity strategy
- Indigenous construction workforce
- Cross cultural conversations
- Unconscious Bias
- Social procurement
- Stress in construction

Policies Created for Members

- Creation of a “Domestic and Family Violence Policy”
- Creation of an “Industrial Relations, Human Resources & Diversity Policy”
- Creation of an “Indigenous Employment & Business Policy”
- Creation of a “Whistleblower Policy”



While not an exhaustive list, the sample of CCF programs and initiatives outlined above demonstrate an already existing commitment by the organisation, its individual members and state governments to lead, promote, assist, and collaborate for culture, social and economic advancement in our industry.