

Infrastructure Skills Legacy Pilot Program



Graduating Pre-employment students

January 2020

Sydney Metro is Australia's biggest public transport project.

In 2024, Sydney will have 31 metro railway stations and a 66-kilometre standalone metro railway system, revolutionising the way Australia's biggest city travels.

Infrastructure Skills Legacy Program

In 2016, Sydney Metro City and Southwest and NSW Department of Education, formerly Department of Industry formed an agreement to be one of the first demonstration pilots for the Infrastructure Skills Legacy Program (ISLP). Sydney Metro was selected due to the successful implementation of the Sydney Metro Workforce Development and Industry Participation strategy on Sydney Metro Northwest.

The ISLP is a NSW Government initiative to increase and extend the benefits of the government's infrastructure program to build a legacy of skills and jobs in communities across the State. The program funds nationally accredited training programs through Smart and Skilled.

As a result, Sydney Metro is leading and driving the NSW Government's approach to grow skills and jobs through infrastructure investment. This supports increased workforce capability and capacity, reduces skills shortages and gaps, improves productivity and provides local sustainable employment.

Sydney Metro committed to the following minimum training and diversity targets for the pilot program reflective of existing requirements and scope of works:

- Total Full Time Equivalent (FTE) of 'learning workers', including apprenticeships and traineeships, for the project equivalent to 20 per cent of the total labour force up until the project is 90 per cent complete.
- Double the number of women in non-traditional pathways in the general construction and civil construction sectors.
- Annual growth in Aboriginal or Torres Strait Islander people in both trade and non-trade positions in general construction and civil construction consistent with the Government's Aboriginal Participation in Construction Policy.
- Eight per cent of the total project workforce aged less than 25 years, reflecting their share of the total workforce.
- Strategies to ensure projects employ and train people from the local region.

Sydney Metro is currently achieving the following outcomes:



40%

of the workforce is made up of learning workers



4%

of the workforce are Women in non-traditional trades. The current representation in industry is 1%



2.5%

of the workforce identifies as Aboriginal and/or Torres Strait Islander



14%

of the workforce are under 25

Skills and Employment Advisory Group

Sydney Metro's approach to delivering the ISLP requirements was to develop targeted programs in partnership with government agencies and informed by industry.

To support these programs Sydney Metro created a strategic stakeholder forum called the Skills and Employment Advisory Group (SEAG). Sydney Metro coordinate the forum, bringing together the NSW Government, Federal Government, industry bodies, employers and training bodies.

SEAG members attend formal bi-monthly meetings to collaborate, inform, advise and support the delivery of jobs, skills, diversity inclusion and inspiring future talent on Sydney Metro projects.

"The work of SEAG has been influential in guiding government policy and employer practice in providing opportunities for jobseekers, and in identifying ways to meet the employment needs of industry to deliver major infrastructure."

Melinda Hatton - NSW/ACT State Manager
Department of Jobs and Small Business

As a result of this commitment and collaboration beyond industry standard practice, a number of programs and models have been developed and implemented to contribute to the advancement of the industry.

Sydney Metro's Workforce Development and Industry Participation targeted programs include the Sydney Metro Industry Curriculum (SMIC), pre-employment program (PEP) and Sydney Metro apprenticeship program (SMAP).

Sydney Metro Industry Curriculum

The Sydney Metro Industry Curriculum (SMIC) program aims to increase workforce capability and capacity by developing transferrable skills and competency of individuals across the industry. The approach includes mandatory pre-commencement to site training for defined occupations and across all levels of leadership and management.

Sydney Metro has taken a risk-based approach in structuring the program, addressing any areas that pose a significant safety risk to the project or areas with critical skill gaps. Currently, 59 per cent of the workforce who have completed the SMIC training declared that they had not held any previous qualifications.

Over 15,000

units of competence delivered through SMIC

Over 4,500

participants have successfully completed the SMIC program

Pre-employment program

Sydney Metro's pre-employment program (PEP) is a collaborative model providing accredited entry level technical skills and employability training for the long term unemployed and other under-represented groups in the workforce. The program is designed to prepare job ready candidates for entry-level opportunities.

Programs are developed in consultation with potential employers and delivered in line with specific job roles and existing vacancies with Sydney Metro's contract partners.

To date, 133 people have completed Sydney Metro's PEP:

48 %

Aboriginal participation

95 %

successful completion

84 %

job outcomes

After successfully completing the PEP many of the candidates have commenced training for a certificate level II traineeship or III apprenticeship to further develop their skills.

"If it wasn't for this job I would have been lost but I have this opportunity and I'm looking for forward to the future."

Pre-employment program graduate and apprentice

Sydney Metro's PEP has contributed to increasing social opportunity and equity for local, long-term unemployed, Aboriginal people as well as getting more women into construction.

"The support network is fantastic, for women it's good for your confidence."

Pre-employment program graduate and apprentice

Sydney Metro apprentice program

The Sydney Metro apprenticeship program (SMAP) was developed to meet the demands of Sydney's infrastructure projects. The program aims to improve completion rates as well as the needs of industry to build capacity.

The SMAP is delivered through Hunter Valley Training Company/Migas a group training organisation with assistance from industry appropriate registered training organisations. Sydney Metro works with lead providers to ensure a high level of communication is provided throughout the program.

The program supports contractors to increase the completion rates for apprentices and trainees on their package of works.

The program provides contractors with short or long-term placements options based on the length of their package and apprentices with rotation service options to continue their apprenticeship while gaining experience on other packages within Sydney Metro projects.



Sydney Metro school based apprentice

The SMAP works in conjunction with the Department of Industry, Smart and Skilled to ensure government subsidised funding and support is available for the program via the ISLP.

Infrastructure Skills Legacy Project Officer

The Department of Education and Sydney Metro identified the need to have a dedicated resource to support delivery and reporting of the ISLP. NSW Department of Education funded an Infrastructure Skills Legacy Project Officer role embedded with Sydney Metro. The role is pivotal in supporting delivery of ISLP and provides expert advice and guidance to the project and contractors in relation to funding and support programs available. The role actively drives the implementation and coordination of workforce skilling and pre-employment programs and initiatives as well as analysing quantitative and qualitative data for reports, case study development and to inform future strategies.

The support provided by this role has helped Sydney Metro and its contractors access services, information and funding to deliver consistent and sustainable outcomes.

"The Infrastructure Skills Legacy Project Officer has actively supported John Holland CPB Ghella JV - TSE Works to deliver workforce development initiatives and programs. The Officer has been instrumental in coordinating key stakeholders to ensure the successful delivery of outcomes which result in employment for underrepresented and disadvantaged groups.

In addition the Officer has provided continuous advice and guidance relating to available ISLP funding to delivery of innovative models."

Tam Palmer - Workforce Development & Industry Participation Manager

John Holland CPB Ghella JV

Infrastructure NSW 10-point construction plan

The NSW Government Construction Leadership Group (CLG), led by Infrastructure NSW has developed the NSW Government Action Plan: A 10-point commitment to the construction sector. Part of the focus of this action looks for cross infrastructure collaboration to develop skills, capability, capacity and greater diversity in the construction workforce and its supply chain.

Sydney Metro Workforce Development and Industry Participation program incorporating the ISLP respond to points nine and ten. Sydney Metro actively participates in strategic advisory groups and wider industry to support the commitment of this plan.

Point 9 - Improve skills and training

INSW commitment	Sydney Metro requirements	How we're innovating
<ul style="list-style-type: none"> • Work with industry and its representative bodies to identify, measure and report on current and emerging skills gaps in the construction sector and related trades. 	<ul style="list-style-type: none"> • Minimum requirements included in contracts. • Mandatory and optional bid backs to drive targeted approaches to skills development. 	<ul style="list-style-type: none"> • Sydney Metro Workforce Development and Industry Participation Plan developed for each project. • Skills and jobs forecast to identify and address potential skills shortages. • Sydney Metro's SEAG.
<ul style="list-style-type: none"> • Mandate minimum levels of training. • Promote on-site training for learning workers. • Invest strongly in developing leadership and commercial skills. 	<ul style="list-style-type: none"> • 20% of the total labour force on a project to be of 'learning workers' (defined as trainees and workers who are updating their qualifications to meet the needs of the infrastructure project). • Targeted skills development aligned to scope of work and skills shortages: <ul style="list-style-type: none"> - leadership, civil supervision, trades, civil construction, rail - 20% of all relevant trades positions on a project to be apprentices - 10% trainees (where traineeships available) - graduate work experience targets. 	<ul style="list-style-type: none"> • Pilot higher education apprenticeships to address changing skills needs. • Client led programs to develop transferable skills for high risk roles. • Local schools engagement to inspire future talent.
<ul style="list-style-type: none"> • Monitor and publish data on training and development and trends in industry-wide skills or emerging skills shortages. • Promote and publicise 'best practice' workforce development and monitor industry's performance. 	<ul style="list-style-type: none"> • Monthly reporting and data. • Monthly WFD contractor meetings to provide guidance and support to deliver WFD outcomes. 	<ul style="list-style-type: none"> • Utilise data to develop Sydney Metro case studies to promote industry innovation and achievements in addressing skills shortages. • Recognise best practice approaches and promote to wider industry. • Client side subject matter experts support development of requirements, programs and initiatives.
<ul style="list-style-type: none"> • Increase recognition employee trade qualifications obtained overseas and in other relevant disciplines such as mining. 	<ul style="list-style-type: none"> • Optional bid back or industry led initiatives to support transferable skills. 	<ul style="list-style-type: none"> • Pilot higher education apprenticeships to address changing skills needs.
<ul style="list-style-type: none"> • Identify opportunities for sharing facilities and resources to optimise value for money and provide continuity for trainees. 		<ul style="list-style-type: none"> • Establish Lead Providers to support industry and deliver targeted programs (Group Training Providers and Jobactive Agencies). • Flexible training provider model.

Point 10 – Increase industry diversity

INSW commitment	Sydney Metro requirements	How we're innovating
<ul style="list-style-type: none"> Identify, measure and report on the diversity of the workforce in the construction sector and related trades. 	<ul style="list-style-type: none"> Monthly reporting and data. Monthly WFD contractor meetings to provide guidance and support to deliver diversity outcomes. 	<ul style="list-style-type: none"> Sydney Metro's Aboriginal Participation Plan developed for each project. Sydney Metro's SEAG.
<ul style="list-style-type: none"> Recruitment and training initiatives, and in particular the targets aiming at: <ul style="list-style-type: none"> Doubling the number of women in trade related work (up from the NSW average of 1% to 2%). Meeting the Aboriginal Participation in Construction requirements. Ensuring that at least 8% of the total project workforce is aged less than 25 years. Employing and training people from the local region. 	<ul style="list-style-type: none"> Minimum percentage of the workforce from targeted diversity groups. Minimum percentage of the workforce to be Aboriginal Peoples. Minimum percentage of the workforce to be in local sustainable jobs. Aboriginal Participation Policies – State and Federal. Minimum number of Recognised Aboriginal. Businesses in the Supply Chain. 	<ul style="list-style-type: none"> Tenderers bid back committing to initiatives which support increased diversity in the workforce. Pre-employment programs to support under-represented groups into sustainable employment. Sydney Metro's Aboriginal Business Forum to facilitate opportunities for Recognised Aboriginal Businesses. Tenderers bid back committing to initiatives which support increasing capacity of Aboriginal businesses.
<ul style="list-style-type: none"> Periodically review and update the ISLP to ensure it adequately addresses all relevant areas of under-representation in the construction sector's workforce. 	<ul style="list-style-type: none"> Monthly ISLP reports against targets and commentary regarding best practice and challenges. 	<ul style="list-style-type: none"> ISLP Project Officer embedded to provide expertise and support to contractors. Utilise data to develop Sydney Metro case studies to promote industry innovation and achievements in addressing skills shortages. Client side subject matter experts support development of requirements, programs and initiatives.