Aboriginal Participation Plan

MR177 Campbelltown Road Upgrade – Stage 1 – East Town Centre Road to Macdonald Road

Date: 5 July 2018
Report No: APP Rev 1
Revisions

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Amendments

This plan is a “working document” and therefore may be subject to change during the project to continue to provide an efficient and cost effective means of delivering Project Management. Should a revised plan be generated, there will be a corresponding revision number and summary details noted on the document revision table above. Amendments to this document from the previous issue are highlighted by:

- A vertical line in the right margin or
- Text in italic
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Associated Documents

- NSW Government Transport Roads and Maritime Services documentation
- NSW Government Guide for the Preparation of an Aboriginal Participation Plan
- Burton Contractors Management System & Procedures
- Burton Contractors Project Specific Management Plans
- Work Health and Safety Act, and Regulations
- Protection of the Environment Operations Act 1997
- ISO 9001
- AS/NZS 4801
- ISO 14001
- AS/NZS ISO 31000
- AS/NZS 2436 ‘Guide to Noise Control on Construction, Maintenance and Demolition Sites’
- Safe Work Australia Applicable Codes of Practice, Australian Standards and Guidance Material
- OEH Waste Classification Guidelines

The plan is to be read in conjunction with the relevant documentation referenced within. It is presented as an outline document identifying the responsibilities and authorities and provides a “road map” to the detailed procedures as referenced throughout this plan. It should be considered as a live document. It will be updated as necessary throughout the life of the project to reflect changes identified through workplace inspections and auditing of the project organisation and procedures. These changes will be communicated to project workers via toolbox meetings as required.
1 Summary

This document has been prepared by Burton Contractors to demonstrate to RMS the proposed Aboriginal Participation Plan for Campbelltown Road Upgrade from East Town Centre to new MacDonald Road, Bardia.

RMS management will be directly involved with Burton Contractors management in the safety, quality and environmental management for the construction works, as per the legislated requirements.

Burton realises the benefits of implementing a formal quality assurance and project controls on all projects to ensure we achieve or exceed project objectives in quality, safety, environmental, value and time management. The end result for the Client is absolutely minimal risk in the execution of their project.

1.1 Purpose

The Aboriginal Participation Plan (APP) has been prepared by Burton Contractors and establishes Aboriginal participation management procedures to be followed by Burton Contractors and its subcontractors during the construction of the Campbelltown Road Upgrade from East Town Centre to new MacDonald Road, Bardia.

The APP has been developed in accordance with the NSW Government Aboriginal Participation in Construction Guidelines (August 2016 Edition) for projects which has the potential to benefit the Aboriginal community in some tangible way.

Burton Contractors APP for Campbelltown Road Upgrade from East Town Centre to new MacDonald Road, Bardia project applies to activities including, but not limited to employment opportunities as part of:

- Burton Contractors direct workforce;
- The workforce of subcontractors on the project;
- Aboriginal subcontractors on the project; and
- Aboriginal consultants;

All references in this document to Aboriginal people should be taken to include Torres Strait Islander people.

1.2 Project Management System Overview

The overall Project Management System for the Campbelltown Road Upgrade from East Town Centre to new MacDonald Road, Bardia (the Project) is described in the document Project Management Plan (PMP). The Construction Environmental Management Plan is part of the Burton Project Management suite of documents required for the Project.

These key plans combined with the PMP, will ensure a seamless approach to management systems, eliminate interface conflicts, establish clear lines of responsibility, accountability and sign off. These Plans, plus the policies, procedures, processes, systems and methodologies employed by Burtons are described in the PMP.
1.3 Policies

In addition Burton Contractors is committed to valuing workplace diversity, incorporating Aboriginal participation as a core function in the Company’s Project Management processes, and maintaining Aboriginal cultural awareness in the workplace.

The Company Code of Conduct contains policy with respect to Diversity, discrimination and acceptance. At entry into the organisation and again during induction onto projects the handbook is communicated to employees.

1.4 Scope of Works

The Project Management Plan, submitted as a separate document defines the applicable activities with respect to the project and relevant contractual documentation.

This contract is Campbelltown Road Upgrade from East Town Centre to new MacDonald Road, Bardia.

Activities to be undertaken by you during construction include:

- Construction of a blockwork retaining wall (RW06A) approximately 90m long and 0.8m high along the Conservation Area boundary north of East Town Centre Road;
- Construction of new signalised intersections at East Town Centre Road, Soldiers Parade and new Macdonald Road (at a new location to the existing intersection) plus decommissioning and removal of the existing traffic signals at existing Macdonald Road;
- Major utility relocations including recycled and potable water mains, gas mains, street lighting and electrical infrastructure, telecommunications and the construction of ITS infrastructure;
- Roadworks including erosion and sedimentation, clearing and grubbing, earthworks (including the provision of a controlled subgrade layer), stormwater and subsurface drainage and pavement construction;
- The provision of temporary connections from the new dual carriageways to the existing single carriageway road are provided at each end of the upgraded section; and
- Miscellaneous works including installation of an automatic weather station, property adjustments, fencing, construction of kerbs and/or gutters, safety barriers, concrete paving, signposting, pavement markings and landscaping.
2. Document Control & Distribution

2.1 Revision Status

The Human Resources Manager will be responsible for the preparation, issue, periodic review, and revision of this document. The Construction Manager will approve amendments that will appear in the revision table on the cover page, detailing the amendments, the date and approval.

2.2 Distribution Register

A controlled copy of this plan will be maintained in the project document control system. Each revision of the plan will also be uploaded onto the Burton Server within the Jobs file. Copies of the plan are available for download by users and such copies shall be deemed uncontrolled.
3 Commitment

Recognising what the construction industry has to offer, Burton Contractors is committed to creating and improving employment and economic opportunities available to Indigenous Australians.

Burton Contractors is aware of the importance and value of Aboriginal and Torres Strait Islanders tradition and culture and aims to support general, as well as site or project specific cultural awareness programmes.

We will develop and seek out opportunities to enhance business relations with Aboriginal businesses, creating partnerships based on respect and good faith.

These values will be affirmed by our Aboriginal Participation Plan and Burton Contractors will continue to review our policies and procedures to ensure positive action is taken to achieve successful, mutual outcomes for the future.

Burton Contractors is committed to valuing workplace diversity, incorporating Aboriginal participation as a core function in the company’s project management processes, and maintaining Aboriginal cultural awareness in the workplace.

Burton Contractors are genuinely committed to creating and extending opportunities for Aboriginal people and enterprises through undertaking this contract, and is capable of implementing its proposed Aboriginal Participation Plan.

We commit the organisation to incorporating Aboriginal participation as a core function across project management processes, as well as complying with Category 2 requirements of the Policy and mandatory Targeted Project Spend (TPS) for the MR177 - Campbelltown Road Upgrade from East Town Centre Road to new Macdonald Road, Bardia project is 1.5% of the Contract award value of $37,55,953.46 (incl GST) less allowable exclusion. Burton Contractors are committed to ensure 50% as a minimum of the 1.5% of contract spend is allocated to direct spend with the remaining to indirect spend throughout the project.

We will ensure that our dealings with Aboriginal people consistently take place in a culturally sensitive manner. Ongoing commitment and leadership from management is the key to the effectiveness and success of our Aboriginal Participation Plan.

Burton Contractors believe women and men should have equal access to job opportunities and training. These opportunities should not be limited by gender and we aim to endorse an equal gender balance.

This document identifies the training and employment opportunities the will be made available to Aboriginal workers and enterprises at different stages of the project.
4 Purpose and Scope

The Aboriginal Participation Plan (APP) has been prepared by Burton Contractors and establishes Aboriginal participation management procedures to be followed by Burton Contractors and its subcontractors during the construction of the Campbelltown Road Upgrade from East Town Centre to new MacDonald Road, Bardia.

This plan is a “working document” and therefore may be subject to change during the project to continue to provide an efficient and cost effective means of delivering Aboriginal participation. Should a revised plan be generated, there will be a corresponding revision number and summary details noted on the document revision table at the front of this plan.

The APP has been developed in accordance with the NSW Government Aboriginal Participation in Construction Guidelines.

The Burton Contractors APP for the Project applies to activities including, but not limited to employment opportunities as part of:

- Burton Contractors’ direct workforce
- The workforce of subcontractors on the project
- Aboriginal subcontractors on the project
- Aboriginal consultants
- Aboriginal Community and Stakeholder representatives.

All references in this document to Aboriginal people, communities, and enterprises should be taken to include Torres Straits Islander people.
5 Roles and Responsibilities

The HR Manager has responsibility for the review, design and development of this plan. The implementation responsibility will rest with the Construction Manager and Project Managers.

The Manager, Procurement & Distribution (MP&D) is responsible for inclusion and implementation of the APP’s requirements in procurement.

Auditing and evaluation of the APP is the responsibility of the HR Manager.

5.1 Aboriginal Participation

Aboriginal stakeholders are essential to the success of this initiative. Aboriginal stakeholders operate at various levels and represent different interests and purposes.

Local Aboriginal Land Councils (LALC) and Aboriginal interest groups and communities provide advice and coordination at a local level. This support may include local input into cultural awareness training, including local history, as well as identifying potential employees and trainees as part of the training and employment initiatives.

Aboriginal employment and training providers and agencies play a central role in implementing these initiatives. Aboriginal employment agencies can coordinate with local employment officers to communicate employment and training initiatives for local Aboriginal people. These organisations provide culturally sensitive recruitment and selection services and provide the best people for the job. They may also provide additional training that may be warranted.

5.2 Government Participation

Government stakeholders at Federal and State levels provide resource and funding assistance, as well as structured programs that promote and support Aboriginal participation relevant to this initiative. These include the programs described in the following sections.

5.2.1 Department of Education

Department of Education manages a number of programs, including Indigenous Cadetship Project, Community Development Program and the Job Network.

Department of Education also manages funding programs such as:

- Indigenous Employment Centres (IECs);
- Wage Assistance; and
- Structured Training and Employment Projects (STEPs).
Where it is deemed appropriate Burton will seek funding assistance from DEEWR for the implementation of initiatives which focus on project employment and training of Aboriginal People.

5.2.2 NSW Department of Education and Training (DET)

DET administers the New Careers for Aboriginal People (NCAP). DET project officers support employers to source Aboriginal candidates in liaison with Indigenous employment agencies and Job Network providers. DET also administers structured training through its traineeship system.

5.2.3 NSW Department of State Development (DSD)

DSD provides assistance to Aboriginal enterprises to achieve enterprise opportunity goals, and provides broad guidance and advice on Aboriginal matters.

Discussions will be held directly with relevant Aboriginal interests and government agencies to obtain information on the local Aboriginal skills profile and consequent training needs of prospective candidates for employment.

5.3 Training Providers

Training providers are also key stakeholders. Training providers may include Registered Training Organisations (RTO), and accredited providers of specialist training, such as safety or environmental training or group training providers. These providers will be acting in accordance with the Project Training Management Plan. Training providers may be required to demonstrate their ability to service the needs of Aboriginal people.
6 Planning

6.1 Training Providers’ Participation

In consultation with key stakeholders, a strategic approach will be adopted and include:

- Early development and communication of employment positions and job descriptions to key stakeholders, including Indigenous employment agencies and local land councils;
- A recruitment and selection process reflecting the Policy of Aboriginal Participation
- A recruitment database/application form that identifies people of Aboriginal or Torres Strait Islander descent to assist in the project actively engaging them
- The workplace is receptive with a mentor system in place throughout the project
- Provide people on site with appropriate cultural awareness training so the workplace is receptive to Aboriginal participation
- Develop and deliver appropriate preparatory programs for Aboriginal employees to ensure effective recruitment and maximum retention;
- Identify community support services for participants to enhance retention prospects, such as financial assistance for Aboriginal people with transport and family support.

6.2 Information

Burton Contractors recognises that timely access to information is critical to enable maximum lead time for aspiring applicants and key stakeholders. It will therefore provide a general outline of job categories and basic qualifications for employment and training as early as possible.

In addition, Burton Contractors will liaise with the local community to ensure interest groups are well informed of business opportunities and scopes of work, including minimum capabilities and experience as well as scopes of work.

6.3 Employment

Aboriginal employment and training providers and agencies are central for implementing these employment initiatives. These organisations provide culturally sensitive recruitment and selection services and provide the best people for the job.

Burton Contractors will also consult with local TAFEs, as part of the Community Involvement Plan to identify suitable candidates.

Employment opportunities will extend to Aboriginal people seeking employment in occupations required on the project. An affirmative approach to employment for prospective Aboriginal employees will be underpinned by corporate policies. Prospective Aboriginal employees will only be made offers of employment where they have satisfied the project’s recruitment and selection procedure.
Burton Contractors seek to commence the engagement of suitable third parties to aid with securing prospective candidates from the time of the award of the project.

Upon commencement of the project Burton Contractors will have aimed to have engaged suitable candidates who have satisfied the recruitment and selection process to commence employment as soon as practical in-line with upcoming project activities.

6.4 Subcontracting

To ensure Aboriginal business interests have the maximum chance to compete for business opportunities, discussions will be held with key stakeholders to identify the packages that have the potential to provide such an opportunity.

Where any packages are identified Burton’s, will address the need of Aboriginal businesses to obtain advice and support in tender preparation.

6.5 On the job Training

Training opportunities for all employees will be in accordance with the Project Training Management Plan. Opportunities will be in the form of structured training, such as traineeships or apprenticeships, industry and project-specific safety, environmental or quality training, plant operator competency, specific project requirements confined space, first aid or traffic control.

6.6 Communication Processes

Burton recognises the importance of communication in the effective management of Aboriginal participation. Its experience has highlighted the need to ensure communications with project stakeholders are accurate and readily available. Burton Contractors commit to ensure communication and reporting is upheld and maintained with RMS and other relate stakeholders throughout the project. This experience has also emphasised the importance of communication in maximising the commitment from all stakeholders to participate in Aboriginal employment, training and enterprise opportunities.

There are a number of specific elements in the Aboriginal Participation in Construction Guidelines that call for early direct consultation and involvement with Aboriginal organisations. For example:

- Provide input into the appropriate delivery of information about the project
- Pre-employment training
- Advise about working conditions
- Involvement in selection and recruitment procedures
- Facilitate application days including, if necessary, assistance with completion of applications and provision of information regarding formal qualifications, and medicals
- Provide employment opportunities to Aboriginal people and communities
• Involvement with cultural awareness programs either in an advisory capacity or where appropriate as course facilitators and/or deliverers; and

• Provide advice and sourcing of suitable workplace mentors for the project.

6.7 Cultural Sensitivity

Cultural awareness as part of ensuring a harmonious and productive workplace is consistent with the corporate policies, in particular the “Equal Employment Policy”.

In keeping with the stated policy committing to an affirmative approach to Aboriginal training, and employment, the following approach will facilitate practices:

• Non Aboriginal workers will be informed as part of their project induction, and in site toolbox education processes, of the sensitive cultural issues associated with a developing Aboriginal participation level in the construction workforce. The aim will be to develop mutual understanding and respect, leading to solid teamwork performance by all the workers;

• Mentors will be designated and appointed when appropriate. The mentor’s role is most important when Aboriginal people join the workplace.

6.8 Goals and Objectives

The Aboriginal Participation Plan’s goals and objectives recognise current Aboriginal hardship in accessing training, employment and business opportunities. The adoption of an affirmative approach towards achieving equity in these areas for Aboriginal people requires appropriate measures to address the barriers and that aim to increase participation levels in the immediate and longer term.

The goals and objectives for training and employment address:

• Recruitment and selection;
• Training and support;
• Employment support;
• Career development;
• Cultural awareness training;
• Policy implementation and responsibility; and
• Management and review.

The goals and objectives for enterprise opportunities address:

• Identifying goods and services requirements as detailed in the procurement procedures;
• Developing a process consistent with the affirmative approach that increases Aboriginal participation in business activity;

• Developing a register of Aboriginal commercial and enterprise interests as part of the procurement procedures;

• Liaising with Aboriginal communities and organisations regarding their commercial and enterprise development plans

6.9 Targets

To determine the effectiveness of training, employment and business development opportunities, a number of key performance indicators will be assessed.

These include but are not limited to:

• Number of Aboriginal job-ready employees recruited and retained;

• The number of Aboriginal enterprises engaged on the project; and

• Subcontractor participations in all targets.
7  Project Specific Action Plans

Where realistic Aboriginal participation outcomes have been identified we will collaborate with the identified local indigenous peoples, and any existing supporting training providers to develop and implement employment and learning strategies. This would be in the form of:

- Individuals with relevant existing skills are identified, these will be matched with specific employment opportunities on the project;
- A copy of the Aboriginal Participation Plan will be included in all major subcontractor packages to further reinforce our commitment to the guidelines and advise the subcontractor of the requirements of the Plan;

For the project, the effectiveness of the Aboriginal Participation Plan will be measured directly against the project specific items not only mentioned above, but others that also become available during the duration of the project.

Burton Contractors may also engage external human resources through the use of professional providers, such as a group training company, training provider, consultants, workplace mentor and professionals to ensure they contribute towards the achievement of the project’s goals and objectives.

7.1  Project Recruitment

The HR Manager will ensure the employment procedures for employment provide opportunities for Aboriginal and Torres Strait Islander (ATSI) people. Once employed, their development will be in accordance with this plan and the Project Training Management Plan.

7.2  Subcontractor Participation

Burton Contractors will ensure that major subcontractors contribute to the participation of Aboriginal people and businesses in training, employment and enterprise, as set out in the project’s policy, goals and objectives.

Burton Contractors will help subcontractors meet their obligations by providing support and cooperation where possible. This would include resources when training, providing advice and support based on previous project Aboriginal training and employment initiatives and experience.

7.3  Subcontractor Involvement

The P&D Manager will ensure that procurement procedures for the larger subcontractor packages include a requirement for them to use their best endeavours to maximise employment opportunities for Aboriginal and Torres Strait Islander (ATSI) people.

The tender negotiations for these subcontractors should include advice about help Burton Contractors can provide in this area. Subcontractor involvement will also include reporting requirements.
8  Financial Resources

Financial resources devoted to the implementation and monitoring of the strategy include the professional time of the project management team and human resource input, as well as:

- Investments in internal and external training;
- Wages costs for trainees/apprentices, supervision of trainees/apprentices;
- Development of training programs and resources;
- Engaging Aboriginal consultants/professionals to provide cultural awareness training;
- Engaging workplace mentors;
- Assessing workers;
- Administering training systems;
- Certain recognised financial investment can be offset by State and Federal Government funding.

Burton Contractors will also hold discussions with government funding agencies. Funding may be provided to assist:

- Cultural awareness training;
- Workplace mentoring; and
- Traineeships/apprenticeships.
9 Measurement, Evaluation and Auditing of Aboriginal Participation

The Project Manager will be responsible for verifying that the Aboriginal Participation Plan has been implemented through the facilitation of internal management reviews. The QSE Team Leader and HR Manager will be responsible for reviewing the implementation with the Project Manager to ensure the goals and objectives are being achieved and that corrective actions are put in place where they are not.

These reviews will be held at least every six months and on completion of the project. Feedback will be sought from all key stakeholders to ensure collective knowledge is captured and that improvements and innovation is used to improve Aboriginal participation.

The level of Aboriginal participation will be regularly monitored and reviewed. The results of all reviews will be circulated between the key stakeholders to ensure open communication exists.

Corrective actions will be recorded and communicated with the responsible party and considered at the following review.

9.1 Documentation

Aboriginal participation project records will be maintained to demonstrate obligations have been fulfilled. Records will include:

- Key Performance Indicators;
- Employment Records;
- Position Descriptions;
- Training Records;
- Audit reports; and
- Any other records or details pertaining to the Aboriginal participation.