



RFQ No. 3345

Independent Verifier on the New Bridgewater Bridge Project

Attachment 7 – Tasmanian
Industry Participation Plan

Department of State Growth

8 September 2021

47

supported external service
providers registered for
2020, 77% of whom are
local Tasmanian providers



→ The Power of Commitment

Tasmanian Industry Participation Plan

The Tasmanian Government is committed to maximising opportunities for local suppliers to compete for and win Government procurements. Suppliers/proponents are requested to prepare a Tasmanian Industry Participation Plan (TIPP):

- for all procurements with a value exceeding \$5 million;
- for nominated procurements (at the discretion of the procuring Government entity) greater than \$2 million and up to (and including) \$5 million; and
- for private sector projects valued at over \$5 million that receive support, including in-kind support, valued at or greater than \$500 000 from the Government.

GHD

GHD Pty Ltd
L15, 133 Castlereagh Street, Sydney, 2000 NSW
T +61 2 9239 7391 | E Chris.Klein@ghd.com | ghd.com

Procurement details

Procurement ID	3345
Procurement title	Independent Verifier on the New Bridgewater Bridge Project
Name of Responsible Agency/Entity	Department of State Growth

© GHD 2021

This document is and shall remain the property of GHD. The document may only be used for the purpose for which it was commissioned and in accordance with the Terms of Engagement for the commission. Unauthorized use of this document in any form whatsoever is prohibited.

Are you a Tasmanian SME*? Do you employ Tasmanians?

We have been a stalwart of the Tasmanian engineering scene, providing continuous service to our clients and the communities we live in and work with.

We provide engineering and environmental services to the private sector, Tasmanian State and Local Governments to shape a better future for Tasmania; and remain committed to this goal and to creating a sustainable future through the work we do.

We are an employee owned business and about 28% of our employees in Tasmania are shareholders. GHD Tasmania has a high number of employees as shareholders compared with the broader company, meaning profits generated by our Tasmanian operations are reflected in the dividends paid to Tasmanian shareholders

90+

→ Years operating in Tasmania

After commencing operations in Melbourne over 90 years ago, GHD's next port of call was Hobart, where we opened our first Tasmanian office in 1937. This was followed by Launceston in 1948 and Burnie in 2008. In 2021, we continue to have a strong presence in Tasmania with each of these offices servicing numerous clients across the state.



We remain the only major engineering consultancy to have a physical presence in Tasmania

allowing us to bring local understanding to large-scale projects delivered with the assistance of the broader GHD network. In this project, our local team will provide our interstate resources with specific local knowledge and experience that is relevant to the scope of work required.



As residents of Tasmania, all of GHD Tasmania's 150+ people are passionate and invested in the commercial returns of our business, the flow-on benefits to the communities we live in and the long-term sustainability and enhancement of our beautiful state.

An additional benefit to Tasmania of employing local people to undertake local work is the contribution payroll tax makes to our local economy.

We continue to be a significant local employer and thanks to the continued success of our business we have been able to employ 20 new recruits in the last 12 months alone.

We are one of the largest consultancy firms in Tasmania encompassing the following disciplines

- **Structural engineering**
- **Environmental impact assessments and environmental management plans**
- **Pavement design and analysis**
- **Bulk earthworks, dam design**
- **Contract administration / contract superintendent services**
- **Flora and fauna, ecology studies**
- **Hydrology, stormwater and catchment management**
- **Asset and facilities management**
- **Quantity surveying and cost estimation**
- **Geotechnical investigation and engineering**
- **Geophysical investigation**
- **Contaminated site assessment and management**
- **Road and rail design and documentation**
- **Traffic engineering**
- **Groundwater modelling and hydrogeology**
- **Electrical engineering and street lighting design**
- **Transport planning**
- **Water and wastewater treatment and reticulation**
- **Stakeholder engagement**
- **Waste management**
- **Town planning**
- **Mechanical engineering**



The diversity of services we provide to our clients has grown in alignment with the evolving complexity of projects we have undertaken as Tasmania has developed into a sophisticated network of communities.

Our services will be directed and managed from our Hobart office.

Where are the goods or services to be used in the contract sourced from?

We anticipate that the proportion of our overall quoted fee will be provided by Tasmanian SME is 90%.

Our services led by our Tasmanian office with 90% of the services being provided by our Tasmanian resident employees. The remaining portion shall largely consist of input of the IV systems and design services which would be provided by our Melbourne, Adelaide and Sydney offices.

The secondary impacts will be travel related requirements for both local and interstate staff, such as accommodation, vehicle hire and meals at Tasmanian restaurants and cafes. This will further contribute to the local economy through providing indirect opportunity for employment of staff at businesses such as rental companies, restaurants and hotels. Our project team commits to “buy local” as much as possible.

The table below provides an overview of the goods and services currently, and intending to be, sourced from local SMEs:

Over 90%

of our Independent Verifier service offering is provided by residents of Tasmania; we estimate that this is around 38,000 hours delivered by our Tasmanian employees.

Project specific requirements and opportunities	Local Tasmanian service suppliers and benefits to local
Supporting local Tasmanian businesses	
Our locally owned offices contributing back to the local community (\$1million per annum)	<ul style="list-style-type: none"> – Hobart Salamanca office rental - Medium to Large Enterprise – Hobart storage office rental - Small enterprise
Health, Safety, Environment supplier	<ul style="list-style-type: none"> – Hobart storage office rental - Small enterprise
Office supplies and local newsagents in Hobart and Launceston (~\$40,000 per annum)	COS (Bridgewater, TAS)
Printers and consumables	Fuji Xerox Business Centre (Brisbane St, Hobart TAS)
Premise operations cleaning, repairs and maintenance (~\$8,000 per annum)	Fuji Xerox Business Centre (Brisbane St, Hobart TAS)
Premise operations cleaning, repairs and maintenance (~\$8,000 per annum)	<ul style="list-style-type: none"> – Cleaning services – General & Window Cleaning (Hobart) – Repairs and Maintenance – DJ & TL Barrow (Hobart) – Security services – Salamanca Security Services
Supporting local Tasmanian businesses	
Tasmanian employment	GHD currently employs over 150 staff across our three Tasmanian office locations. Economic benefits from our staff will flow back into all three regions across Tasmania, supporting the local economies in these regions.
Local Industry and Community	
GHD Industry sponsorship commitments	GHD has an annual budget of \$50,000 to support local Industry Events and Sponsorship. With an additional \$25,000 for Diversity and Inclusion initiatives per annum.
Training and Development	
Local Tasmanian training providers	GHD supports Tasmanian based training from external training providers, apart from the indirect effect of increased skills, the outlay goes directly into the local economy.
Graduate development commitments	GHD has an existing Graduate program, opportunities will be provided to these graduates and new intakes.
External training providers	St John's First Aid, Confined Space, 4WD Training.

Opportunity for Tasmanian SME* involvement

At GHD we deliberately and actively source goods and services from local suppliers who are proud to be a locally owned and run business employing Tasmanians.

This project will require a number of nights of staff staying in the field throughout the project which includes travel and accommodation requirements. We support local Tasmanian businesses in our selection of accommodation, rental companies and eating venues.

We promote supplier diversity and regularly engage with Aboriginal suppliers and businesses on our projects, as example, we engage Palawa Kipli and the Pakana Cultural Services to provide catering and Welcome to Country. We elect to cater key events/workshops/meetings through local providers, including local Tasmanian Indigenous businesses such as Palawa Kipli, Tasmania's first Indigenous catering business.

We have long standing relationships with smaller, local businesses and niche service providers. We will integrate these SMEs into our team should there be a requirement for specialist skills or a capacity requirement. Our existing sub-contractor partnerships mean we have a procurement framework in place, enabling efficient engagement. This is regularly audited to ensure compliance with all health and safety requirements.

From our employees and contractors to the businesses we interact with, we recognise the value in utilising local

talent where possible. During the project we will work closely with local clients, authorities, suppliers, partners and community stakeholders to understand key local concerns and identify areas where we can add social value to the local area.



Additionally, GHD have had initial consultation with Keystone Tasmania to understand potential labour market opportunities and constraints. Based on that conversation, GHD would commit to working with Keystone to identify ways to facilitate skills development in this area, if successful.

Keystone Tasmania (the Tasmanian Building and Construction Industry Training Board) was established in 1990 to promote a safe, skilled and sustainable workforce in the Tasmanian building and construction industry.

BE PART OF BUILDING SOMETHING BIG

TASMANIAN BUILDING AND CONSTRUCTION INDUSTRY



→ Broader social and economic opportunities

GHD provides a range of broader economic impacts and opportunities to the local/regional economy, including developing new skills, supporting trainees and new graduates, cross transfer of skills to other local SMEs, taking our services interstate and overseas, as well as community sponsorship and corporate social responsibility initiatives.

180+

interstate GHD employees travelled to Tasmania for work. These people stayed more than 300 days in local accommodation (including associated meals and ancillary spending) and utilised hire cars for 120 days.

200+

nights in local accommodation and 180 days car hire. Collectively, this has been estimated to be worth more than \$320,000 in contributions to the local economy.

1^m

per annum flowing back to local Tasmanian businesses, with additional benefits flowing through to a number of SME for a suite of amenities and consumables support including security service, cleaning services, office supplies, printers and consumables and ergonomic assessments all of which are supported through local SME businesses, with an annual local economic benefit of ~\$3.5 million in total.

47

supported external service providers registered for 2020, 77% of whom are local Tasmanian providers.

Further to these direct impacts, our programmes provide broader social impacts through our culture and influence.

Our reconciliation action plan

We are proud to have a Reconciliation Action Plan (RAP) that provides a strong framework through which we support local aboriginal peoples through initiatives such as Career Trackers (<http://www.careertrackers.org.au>), providing pathways for Indigenous people into meaningful career opportunities; our commitment to Indigenous procurement, and internal cultural awareness training. For our full RAP, please see Reconciliation Action Plan – GHD

The local Tasmanian businesses we support

We have a continuous arrangement with Hill Street Grocer to provide fresh fruit for our staff every Monday and Wednesday. We engage with a number of local Tasmanian businesses to provide our internal and external catering services. A new relationship that we are particularly excited about is with palawa kipli, Tasmania's first Indigenous owned catering business. We first engaged palawa kipli for our 90th birthday celebration. palawa kipli catered the evening which included ~200 staff, politicians and our key clients. We engaged Dewayne Everett-Smith a local Tasmanian Indigenous singer and the Pakana Dancers, a cultural awareness business to provide a Welcome to Country, fire smoking ceremony and a cultural dance ceremony at this event. This was an opportunity for us to not only support a start-up Tasmanian Indigenous business, but to create greater awareness of our local indigenous history and to showcase these emerging and innovative business across our client networks.

Knowledge transfer

GHD encourages the potential for the cross-transfer of skills, knowledge and experience for existing and potentially new employees, who are locally based, to gain knowledge and experience with nationally significant projects, for mutual benefit. We encourage DPIPWE to include emerging leaders and graduates in any workshops associated with this project, as this provides a valuable in-house learning opportunity.

We propose that our interstate staff will mentor and guide local staff on the intricacies of this project, allowing them to upskill in technical skills. Whenever we have a visiting Technical Leader coming to the State we identify opportunities to hold lunch-and-learn sessions and client conversations to transfer knowledge and insights to the greatest value possible. GHD is working together with other lead organisations in the State to facilitate the development of a graduate career pathway from Universities and TAFE through to the Industry network with the clear driver to attract and retain talent in the state.

GHD currently have five interns from local universities, providing on the job training for three months. These are paid positions and allow for the students to have full time,

on the job training, including works such as field work, job management, technical experience and health and safety management. The interns are able to develop long lasting relationships, and gain “real world” industry experience whilst developing their skills.

GHD supports university honours students through mentoring and technical training. Learnings from our work is passed on to the University with our many relationships and affiliations. In 2020 GHD supported three university honours projects.

Our additional economic contribution

Not only do we provide our services to our valued Tasmanian clients, we also undertake significant project work outside Tasmania, both interstate and overseas. This includes work for other GHD offices where we have particular skills or spare capacity, and work directly for clients. For example, we have a strong dam design team that is currently providing services to a number of clients in mainland Australia, The Philippines, Laos, Myanmar, El Salvador, China, Qatar, Chile, USA, New Caledonia and New Zealand. Approximately 15% of our Tasmanian revenue comes from outside the State.

These connections enable us to maintain a thriving and diverse workforce that is also available to our local clients, and provide a substantial economic benefit to Tasmania as a result of the revenue attracted to the State. We are providing genuine opportunities for local Tasmanians to have a challenging career without leaving the State.

Our national and international client connections enable us to identify opportunities for external investment in Tasmania. We are continuously looking out for opportunities for international and interstate to invest in local projects, providing a boost to the Tasmanian economy.



As a leading firm, we believe we have a responsibility to give something back to our local community. We routinely sponsor a wide variety of industry events, including:

- AWA Tasmania annual conference
- PIA National Congress Workshop
- TAMS/IPWEA annual conference
- Circus Quirkus (Lions Club)
- Engineers Australia (Tasmanian chapter)
- Tasmanian Bikes Conference
- LGAT annual conference
- Queenstown Heritage and Arts Festival
- Young Professionals Network Tasmania
- Tasmanian Major Project Conference
- Tasmanian Minerals Council
- Business Forum
- Sustainability Award – Dairy Board of Tasmania
- Active Strahan Fun Run

Not only do we provide financial support in the form of sponsorships, we are also active in presenting papers at these events on contemporary, leading edge practices and initiatives of relevance to the industry. We regularly bring technical and market specialists to Tasmania, at our own cost, to present at these events and share their significant knowledge and experience with others.

Support services

We regularly engage sub consultants and subcontractors to provide services that we do not offer locally. These include areas such as drilling services, service location services, land surveying, building surveying, and archaeological assessments, building services engineering and test pitting services. In many instances, we choose to engage these services locally rather than introduce GHD personnel from interstate, as we know that local knowledge and availability can result in an improved outcome at a reduced cost. In addition, our subcontractors are all Tasmanian SMEs, with the exception of one laboratory based interstate, which completes testing as required that is not offered in Tasmania.

Recruitment and employment

We continue to be a significant local employer in the fields in which we practise. We are one of the largest

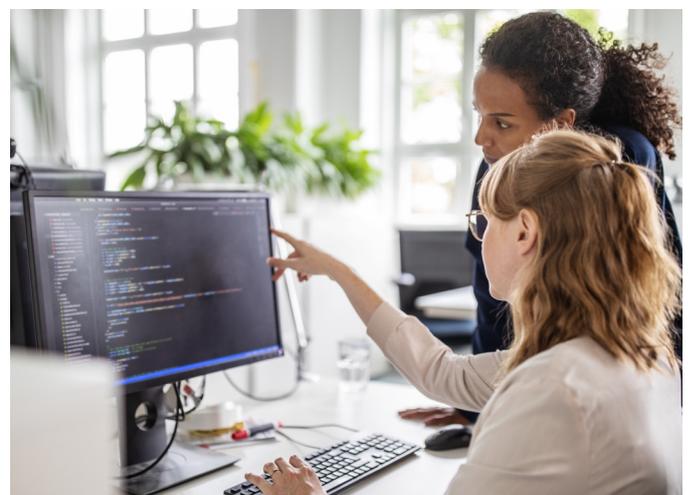
engineering consultancy firms in Tasmania. We have an active graduate recruitment programme, which includes provision of work experience placements to undergraduates, a University of Tasmania scholarship programme to support high calibre students in their studies, and offer permanent positions to university graduates subject to workload and demand. The majority of our recruitment is undertaken locally, offering jobs to Tasmanians. We have a flexible policy within GHD of supporting staff to relocate internally for lifestyle or career opportunity reasons. In practice, we often find that this results in expatriate Tasmanians returning to Tasmania, which again offers benefits to the local economy. We have flexible parenting and return to work policies, which assist parents to return to work in a manner tailored to their needs, again with obvious employment and economic benefits. Our additional economic contribution

Not only do we provide our services to our valued Tasmanian clients, we also undertake significant project work outside Tasmania, both interstate and overseas. This includes work for other GHD offices where we have particular skill a boost to the Tasmanian economy.

Training

We invest significantly in the training and development of our people on an ongoing basis. Whilst this provides a direct benefit to the team members receiving the training, it also results in a more highly skilled workforce. While living and working locally, our staff also participate in regular national and international industry forums.

As a result, there are enhanced skills available to our local client community. In addition, we are better placed to attract project work from outside Tasmania requiring particular skills. The training is provided through our skilled in-house personnel where appropriate, and through Tasmanian based training organisations, again supporting the local industry



Local innovative solutions

01

New Ventures

- At GHD in Tasmania, we directly invest in innovation through our New Ventures programme, which is a seed fund for harnessing the ideas of our people. The key objectives are to:
- Elevate and support great ideas that are generated from within our business, with our clients and other industry partners through collaboration and co-creation.
- Promote agility and adaptability; to move quickly on emerging opportunities with creativity, experimentation and innovation.
- To build our entrepreneurialism and value-creation mindset.
- Empower, engage and excite our people and enhance GHD's reputation as an employer of choice.
- Further differentiate GHD in the market place.
- Drive increased collaboration with other parts of GHD, such as GHD Digital.

Our simple internal application process has seen a number of ideas funded, including research of global technologies to reduce eagle deaths at wind farms (radar and camera technologies), development of digital solutions for asset management, development of E-Systems to assist with development approvals, and a regional grant hub system for client access in Tasmania. Fostering innovation is a core value in GHD, and the New Ventures programme provides a pathway for ideas in Tasmania to flourish.

02

Smart Seeds

GHD in Tasmania is also a proud partner organization for Smart Seeds, a programme of innovation and problem solving for young people

As a large firm, GHD has the ability to bring national programs to Tasmania. Smart Seeds is a design-led program for innovation that provides a collaborative environment for the emerging leaders to develop skills in creative thinking, teamwork and problem solving, with mentoring from experienced industry professionals. Launched in March 2020, Smart Seeds brings participants from a wide range of organisations and industries to work together to develop solutions to local, real-world challenges.

This year's program involves a diverse range of small, medium and large businesses. These include a contracting firm (Hazell Bros), Reconciliation Tasmania and local government agencies and companies like Department of State Growth, Department of Education, TasNetworks, TasPorts, TasWater, HydroTas, LGAT, Hobart International Airport Pty Ltd, Tasmanian Irrigation, Macquarie Point Development Corporation and EPA Tasmania (DPIPWE). Participants come from Launceston and Hobart while the GHD facilitators travel to Tasmania from interstate to run the sessions. As the program grows, a wider field of Tasmanian businesses will be involved.

03

Keystone Tasmania

Keystone Tasmania (the Tasmanian Building and Construction Industry Training Board) was established in 1990 to promote a safe, skilled and sustainable workforce in the Tasmanian building and construction industry

GHD have had initial consultation with Keystone Tasmania to understand potential labour market opportunities and constraints. Based on that conversation, GHD would commit to working with Keystone to identify ways to facilitate skills development in this area, if successful.