

Tasmanian Industry Participation Plan

<Procurement ID - Procurement Title>

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.

Procurement details

Procurement ID	IS-69
Procurement title	Consultancy Services Panel for Health Infrastructure Projects
Name of Responsible Agency/Entity	The Department of Health

Supplier details

Name of supplier	GHD
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Are you a Tasmanian SME*? Do you employ Tasmanians?

GHD is proud to be a Tasmanian SME

In Tasmania, GHD employs 169 people across three offices in Hobart, Launceston and Burnie. This includes our GHDWoodhead studio in Hobart, which employs 5 staff who operate through GHD's connected global network of offices. From these offices, we deliver projects of all scales for public and private clients, including the Department of Health. With offices in strategic locations across the state, we are ideally placed to be where our clients need us.

GHD is a significant local employer and one of the largest integrated engineering, architecture, and environmental consultancy firms in Tasmania.

Established in 1928, GHD operates across five continents – Asia, Australia, Europe, North and South America – and the Pacific region. We employ more than 10,000 people in 200+ offices across the world, including more than 4,000 professionals in Australia.

Since 1937, GHD has had a continuous, permanent presence in Tasmania. We are a significant local employer and one of the largest integrated engineering, architecture and environmental consultancy firms in the state. We have achieved sustained growth in Tasmania, as evidenced in the growing numbers of our team from 98 people in 2017 to 169 people in 2022.

Our clients benefit from our unparalleled depth and breadth of local capability and capacity. In addition, we can draw on our national and international pool of resources and leverage our strong relationships with leading local subconsultants to form integrated teams tailored to our clients' unique needs.

The diversity of services that we provide from our Tasmanian business has grown in alignment with the evolving demands, complexities and needs of our clients.

Our Tasmanian team provides the following specialised services

Architecture and interior design	Mechanical engineering
Asset and facilities management	Pavement design and analysis
Bulk earthworks, dam design	Planning and development approvals
Contaminated site assessment and management	Project management
Contract administration / superintendent services	Quantity surveying and cost estimation
Electrical engineering and street lighting design	Rail and road design and documentation
Environmental management and planning	Site and civil engineering
Fire engineering	Strategic communications and stakeholder engagement
Flora and fauna, ecology studies	Structural engineering
Geophysical investigations	Urban and statutory planning services
Geotechnical investigation and engineering	Traffic engineering
Groundwater modelling, hydrogeology	Transport planning
Health facility planning services	Water and wastewater treatment and reticulation
Hydrology, stormwater and catchment management	

100% employee-owned

GHD is a private company, wholly owned by our people. Being employee-owned provides our clients with direct access to our key decision makers—all of whom are committed to providing exceptional levels of service, while maintaining and developing a successful business that is committed to Tasmania for the long term.

The profits generated by our business activities within the state are returned to our people. GHD Tasmania has a higher proportion of business owners compared to the broader GHD Enterprise. One in four of our Tasmanian employees are shareholders, resulting in greater distribution within Tasmania of the profits and benefits of our Tasmanian operations and, in turn, resulting in ongoing and increased economic activity within all regions of the state.

As Tasmanian business owners and residents, we are personally invested in quality outcomes for the state. The commercial returns of our local business support the long-term sustainability and enhancement of our state to our local communities.

In addition to the direct economic benefits to the local economy via our shareholders and employees, being employee-owned enables efficiency, creates a high-performance culture and champions a long-term, holistic view to value-creation and business strategy. As a result, we enjoy a high 89% staff retention rate, which means our clients have continuity of service from trusted advisors who know Tasmania, local stakeholders and the supply chain.

Job creation

We anticipate the Department of Health Consultancy Services panel will support approximately 70% of hours worked by Tasmanian-based employees with no more than 30% of hours worked by specialist interstate employees, who will bring knowledge transfer and upskilling to the state.

The public health sector and the is a key focus area for GHD. The government's investment commitment across the Department of Health's asset portfolio will be a major contributor to our regional economic activity over the coming years. Due to the significant pipeline of work, we have developed strong, multidisciplinary teams to support health projects throughout the full project lifecycle.

A key part of our business strategy is to grow our local team to make sure our capacity and capability is in line with the Tasmanian Government's specific needs to deliver government capital expenditure projects. Our recruitment growth strategy is focused on increasing the number of local staff in both technical and project management positions whilst building partnerships with niche, local SMEs to complement our capabilities and provide tailored, targeted consultancy services for the Department of Health.

The majority of our recruitment is undertaken locally, offering jobs to Tasmanians. We have a flexible policy within GHD of supporting staff to relocate for lifestyle or career opportunity reasons. Our flexible work policies provide employment and economic benefits, by assisting professionals in balancing work and family commitments, tailored to their individual needs.

Guidance information (can be deleted): Below are some examples you may consider including in response to this question:

- *Are you a Tasmanian SME?*
- *How many Tasmanian jobs will be supported by this procurement activity?*
- *How many people do you employ in Tasmania?*
- *Provide an estimate of the number of labour hours worked by Tasmanian-based employees versus other employees.*
- *Would any new Tasmanian jobs be created by the proposed contract - how many?*
- *If you are not a Tasmanian SME, will you be setting up a local Tasmanian office and employing local staff?*

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

GHD can provide 100% of the goods and services identified in our submission. We will seek opportunities to leverage specialist skills and knowledge from our interstate colleagues and local subcontractors on a case-by-case basis with a best-for-project approach. Details of how we will maximise opportunities for local products, services and capabilities are outlined in the following section.

Guidance information (can be deleted): Below are some examples you may consider including in response to this question:

- *Does your business provide all the goods and services identified in your submission?*
- *If not, will the goods or services identified in your submission be provided by or sourced from Tasmanian SMEs? If possible, provide a list.*
- *Provide an estimate of the value of locally sourced goods and services versus imported.*
- *Outline how your submission will incorporate local products, services and capabilities.*

Opportunity for Tasmanian SME* involvement

Maximising opportunities for Tasmanian participation during design

Design and specifications have a direct influence on project outcomes and subsequent economic contributions to the State.

To have maximum impact, our project design specifications will use Australian standards and be performance-oriented rather than design-specific or brand-specific wherever possible.

We will prioritise and incorporate local products, services and capabilities on Department of Health projects by:

- Extending and confirming our knowledge of the local industry by proactively engaging with the Tasmanian supply chain as required for each project.
- Making local content and local economic contribution and availability of products and service key criteria for consideration in design and construction decisions.
- Unpacking procurements into smaller components, where appropriate, so that local SMEs can compete and be engaged more effectively wherever possible.
- Engaging fully with appointed Contractors to support full awareness of all materials and products in the specification, including consideration of the local supply chain and economic benefits in design decisions wherever possible.

Identifying and engaging with the Tasmanian supply chain

To optimise the economic benefit of projects we will extend and confirm our knowledge of the Tasmanian industry supply chain where appropriate, we can participate in industry supply chain workshops:

- With the wider design team, during design development.
- With the possible contractors and suppliers, during detailed design and tender documentation.

These workshops can facilitate the involvement of local subcontractors and suppliers to identify their products and services and use performance specifications for products or materials that are regularly supplied from inter-state or overseas. This industry supply chain workshop approach can:

- Provide knowledge share and two-way awareness.

- Encourage local participation, becomes part of the Shared Project Vision.
- Embed local participation throughout all phases of this project.
- Aid development of design specifications and solutions that are inherently constructible for local conditions, supply chain and subcontractor market.
- Help make sure local participation is not lost to value management exercises if required later in the project.

We can then use our local industry supply chain knowledge to develop project-specific manufacturability, constructability, technical ability, brand, product and material availability and specifications, use of Australian Standards and 'or equivalent', subcontractor conditions and other relevant procurement criteria and checklists to make sure the State's investment benefits the local economy.

To provide clarity for local input and content requirements across all phases and tiers of the project, we can:

- Embed local input and content in Value Management Workshops, Design Reports and Specifications. This will make return on investment to the State a front-of-mind consideration when assessing value for money.
- Include local input and content requirements as a checklist item in the discipline engineering design process.
- Engage fully with the contractor, ensuring full supply chain awareness of all materials and products in the specifications.
- Make sure local input and content requirements appear as a clause in our design specifications.

Optimising locally sourced resources and materials required for this project

Given the current economic climate and supply chain challenges, leading to difficulties and delays in sourcing a wide range of materials and FFE from interstate and overseas, where opportunities exist we will develop a design that optimises Tasmanian-based building materials, suppliers and other specialist services.

This will minimise project supply chain delays and assist in the timely completion of the project.

Where opportunities exist, we propose to locally source and engage Tasmanian-based building materials, suppliers, and other specialist services through all stages of the project.

Engaging Tasmanian SMEs, subconsultants and subcontractors

GHD will ensure that all consultancy services provided for the project are undertaken by suitably qualified and experienced individuals, including staff and sub-consultants. This includes engaging architectural, civil, electrical and mechanical engineering subconsultants who are pre-qualified with the Department of Treasury and Finance.

In addition, GHD has an established process for managing subcontractors through our Subconsultant Register. We manage the various types of contract we enter into using such strategies as pre-secondment assessment, HSE registration, tender evaluation and project inspection, audit and review. GHD conducts annual auditing of all external suppliers, with a periodical review every six-months (for projects that extend past the six-month period).

GHD uses the following practices to engage subcontractors:

- Subcontractor registration

- Contract terms and conditions
- Information transfer to external suppliers
- External supplier pre-work review
- External supplier HSE inspections
- External supplier HSE compliance audits

This provides our clients with confidence of safe, quality-assured outcomes from trusted, proven providers, who have the systems and processes to effectively manage and mitigate project risk.

Upskilling and transfer of skills to a Tasmanian SME

GHD encourages the cross-transfer of skills, knowledge and experience to benefit our local employees and partners. For this panel, where appropriate, we will engage with GHD's health specialists who are based outside of Tasmania. We have a substantial skill base across Australia and internationally that can bring ideas and innovation to health infrastructure projects, and we will be seeking to provide greater involvement of that skill base, yielding both direct project benefits and a transfer and sharing of knowledge and skills to local Tasmanians inside and outside our business.

Guidance information (can be deleted): Below are some examples you may consider including in response to this question:

- *Will you source components of your offer from other Tasmanian SMEs or sub-contractors? If possible, provide details.*
- *How will you identify and engage with sub-contractors or other Tasmanian SMEs to deliver the contract? Will you use existing supply chains or advertise sub-contracting or supply opportunities? Will you liaise with local industry groups?*
- *How will you ensure that Tasmanian SMEs are not disadvantaged when competing with other suppliers to provide goods or services to be used as part of this contract?*
- *Are there opportunities to transfer skills to a Tasmanian SME or sub-contractor?*

Broader social and economic opportunities

Developing new skills and building our industry capability for Tasmania

GHD invests significantly in the training and development of our people on an ongoing basis. Whilst this provides a direct benefit to the GHD team members receiving the training, it also results in a more highly skilled workforce. 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 specialist skills.

Training

Training is provided through GHD's Business School, facilitated by our skilled in-house personnel where appropriate. Alternatively, training is provided through Tasmanian-based training organisations, which supports the local training industry. Programs align with career pathways and together with on-the-job learning, enable our people to grow. We use a training calendar to map staff training initiatives. GHD employs the 70/20/10

model for workplace learning: 70% on the job training, 20% coaching and mentoring, 10% programs, seminars, workshops and e-learning.

Trainees and apprentices

This project presents an important opportunity to provide experience and exposure to local graduate design professionals. We are committed to sharing, continuing, and developing knowledge and expertise for the sustainability of Tasmanian industries. We have an active graduate recruitment program, which includes provision of work experience placements to undergraduates, a University of Tasmania scholarship programme to support high calibre students in their studies, and offering permanent positions to university graduates subject to workload and demand. Over the past five years, we have accepted 16 graduates through our graduate program. We have a 100% graduate retention rate.

We currently have 20 graduates. Next year we aim to employ 12 graduates and will be employing 10 interns/cadets in the summer of 2022/23.

GHD is working together with other leading organisations in the state to facilitate the development of a graduate career pathway from universities and TAFE through to the industry network. Underpinning this initiative is our commitment to attract, retain and develop talent in the state. A number of our key clients are involved in the development of this program.

Pathways to employment

GHD proactively provides pathways to employment for various groups who may be otherwise disadvantaged, such as Indigenous and Torres Strait Islanders, refugees and asylum seekers, and people looking to return to the workforce after a break or retraining. These employment pathways are addressed through our Career Trackers, CareerSeekers, and Career Relaunch, and Reconciliation Action Plan initiatives.

Career Trackers

GHD is a foundation member of the national Career Trackers Internship program. The program is designed to create partnerships between universities, private enterprise and Indigenous students. CareerTrackers facilitates internship positions for Aboriginal and Torres Strait Islander students with the potential to attain graduate positions within their particular field of study. Students are supported through advisors and a professional development program that fosters specific skills to transition into employment. This assistance helps interns to prepare for leadership in the workplace and the community.

In 2015, GHD was one of the first organisations to become a 10x10 partner with CareerTrackers, with a commitment to an intake of a minimum of 10 Aboriginal and Torres Strait Islander interns annually for 10 years. Since 2010, we have hosted 72 Indigenous interns, nine of which have gone on to be employed as graduates. GHD has approximately 21 participants located throughout Australia at this time. The Tasmanian retention rate for Career Tracker interns is 100%. We currently have three Career Trackers in Tasmania.

CareerSeekers

CareerSeekers help create employment opportunities for refugees and asylum seekers through two streams – one for university students and another for mid-career professionals with qualifications and experience, who face obstacles when it comes to restarting their careers. Since 2016, GHD has hosted three CareerSeeker interns in Tasmania. GHD has committed to engaging a further 10 interns in the coming year across Australia, including one in Tasmania.

Career Relaunch

We understand that returning to work after a career break can be challenging. GHD developed a Career Relaunch Program to encourage and welcome professionals back into the workforce. We offer a 10 week, paid, flexible program with the potential and goal of ongoing employment. We started the program in 2017

and, it is now an annual program offered Australia-wide and is growing each year. Since 2017, more than 90 people have relaunched their career with GHD, including 10 people in Tasmania.

Reconciliation Action Plan

GHD has a Reconciliation Action Plan (RAP) that provides a strong framework through which to support pathways for Indigenous employment, cultural awareness and opportunities to increase connections with Indigenous suppliers. GHD's RAP seeks to develop national business strategies that contribute to Reconciliation in Australia. It also focuses on the implementation of our national strategies at a local level. We are committed to providing opportunities and employment pathways for Indigenous Australians. Across Australia, GHD is implementing an Indigenous employment and retention strategy and an Indigenous Business.

We set annual spend targets for Aboriginal businesses. In 2021-22, we exceeded our \$10,000 target through the purchase of artwork and our ongoing partnership with Pakana services, who provided labour for site inspection works at an industrial facility. We plan to work closely with Pakana services in 2022/23, engaging them to construct instrumentation panels for remote dam monitoring work, and in further opportunities that arise in ongoing field work.

Our staff undertake a national cultural awareness training module, which is then strengthened through local initiatives to understand the stories of the place in which we live and work. This has included cultural tours, guest speakers, and participation in a number of events each National Reconciliation Week and NAIDOC Week. Acknowledgement of Country is rotated amongst staff at major meetings, with each speaker asked to move beyond formal words, and share an experience, a learning, or a personal reflection that gives a greater depth to this protocol of giving respect.

Supply Nation

GHD is a proud member of Supply Nation who help us to embed greater supplier diversity in our supply chains. In the 2017/18 financial year, we increased our spend with Supply Nation registered businesses by 450%, this aligns with the implementation of our first RAP. We are committed to building partnerships with Aboriginal and Torres Strait Islander businesses to increase economic participation opportunities.

GHD in the community

We are committed to creating lasting community benefit through the work we do and the initiatives we support. In Tasmania, we provide sponsorships, volunteering, and in-kind support to local organisations.

We routinely sponsor a wide variety of industry events, including:

Active Strahan Fun Run	Environment Institute of Australia & NZ (EIANZ) events
Australia Institute of Project Management (AIPM) membership and events	IECA Australasia Sponsorship (International Erosion Control Association)
Australia National Committee on Large Dams (ANCOLD) membership and events	LGAT Annual Conference
Australian Asphalt Pavement Association (AAPA) membership, training and events	PIA National Congress Workshop
Australian Geomechanics Society	Property Council membership
AWA Tasmania Annual Conference, President's Breakfast and Galah Dinner	Queenstown Heritage and Arts Festival
Business Improvement Forum, over 60 government and non-government corporations across Tasmania	Red Sprite F1 Racing
CEO Sleepout	Science and Engineering Challenge UTAS
Circus Quirkus (Lions Club)	Sustainability Award – Dairy Board of Tasmania
City of Launceston - Engineering Young Minds Event	TAMS/IPWEA Annual Conference
Committee Economic Development of Australia (CEDA) membership and events	Tasmanian Bikes Conference
Engineers Australia (Tasmanian Chapter)	Tasmanian Chamber of Commerce events
	Tasmanian Major Projects Conference
	Tasmanian Minerals Council Business Forum
	Young Professionals Network Tasmania (YPNT)
	Youth Speakout – Reconciliation Tasmania

In addition to providing financial support in the form of sponsorships, we are also active participants and thought leaders in our industry.

We present papers at industry events on contemporary, leading-edge practices and initiatives.

We also 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.

For example, GHD is convening the upcoming Future of Housing for Tasmania Conferences in Hobart and Launceston. These events will bring industry leaders together from various sectors to workshop a range of potential solutions for the current housing crisis. The event will result in a white paper that will be presented to State and Federal governments, which will help add a unique and timely perspective of this critical issue.

Guidance information (can be deleted): Below are some examples you may consider including in response to this question:

- *Are there any other benefits that your organisation or this specific contract will provide to the Tasmanian economy?*
- *Will this contract lead to new skills or expertise being developed within Tasmania?*
- *Will trainees or apprentices be appointed? If yes, how many and in which profession?*
- *Does your organisation provide opportunities for pathways to employment for disadvantaged Tasmanians?*
- *Do you support the Tasmanian community, for example through formal support, sponsorship, volunteering or in-kind support?*

Local innovative solutions

Smart Seeds – solving local, real-world problems

As part of the broader GHD Enterprise, we are bringing national company-wide programs to Tasmania such as Smart Seeds. 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 comprise contracting firm (Hazell Bros), Reconciliation Tasmania and local government agencies and companies including 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.

We would welcome the opportunity to invite emerging leaders within the Department of Health to participate in the Smart Seeds program.

Guidance information (can be deleted): Below are some examples you may consider including in response to this question:

- Does your submission involve adding value to imported goods or services through local development or innovation?
- Is your organisation developing strategies to provide goods or services to the Tasmanian economy that have historically been imported from interstate or overseas?
- Does your organisation offer any innovative solutions that might benefit the broader Tasmanian community and economy? Provide details.

Completed and endorsed	Simon Dunne Department of Health Consultancy Services Panel Manager GHDWoodhead Studio Director  21/10/2022
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*A Tasmanian SME is a Tasmanian business employing less than 200 people