Attachment 7 – Tasmanian Industry Participation Plan

IS-902 Principal Contractor - North West Mental Health Precinct

The Tasmanian Government is committed to maximising opportunities for local suppliers to compete for and win Government contracts. Suppliers/proponents are requested to prepare a Tasmanian Industry Participation Plan (TIPP) outlining the broader economic and social benefits to the Tasmanian economy and wider community of being awarded a contract:

- for all procurements valued at $5 million or more;
- for nominated procurements (at the discretion of the procuring Government entity) valued at greater than $2 million and less than $5 million; and
- for private sector projects valued at $5 million or more that receive support, including in-kind support, valued at $500 000 or more from the Government.

Procurement/Project details

Procurement/Project ID	**IS-902**
Procurement/Project title	**Principal Contractor - North West Mental Health Precinct**
Name of Responsible Agency/Entity	**Department of Health**
Contract Sum (excluding GST)	**$37,512,577.00**
Contract form	**AS 2124-1992 General Conditions of Contract (as amended by the Department of Health) – Formal Instrument of Agreement**

Supplier/recipient details

Name of supplier/recipient	**Vos Construction and Joinery Pty Ltd (VOS)** ACN 009 558 258 Registered office: 3 Hudson Fysh Drive, Western Junction, Tasmania 7212
Contact details of supplier	**Brent Wilcox – Commercial Manager** Mobile: [redacted] Email: [redacted] Offices: Launceston (Head Office), Devonport and Hobart

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

Company status and Tasmanian presence

Vos Construction and Joinery Pty Ltd (VOS) is a long-established, privately owned and family-run Tasmanian company, founded in 1967 and incorporated in 1986. While VOS exceeds the SME employee threshold with approximately 270 permanent employees, the business is firmly Tasmanian: it maintains permanent offices in Launceston (Head Office), Devonport and Hobart, employs a full-time Tasmanian workforce, and delivers projects across the State. VOS contributes more than $22 million annually in direct wages to the Tasmanian economy, with annual turnover of $185 million for the 2025 financial year and $192 million for the 2026 financial year.

VOS is not a Tasmanian SME, but the overwhelming majority of the goods, services and labour required to deliver this contract will be procured from Tasmanian SMEs. VOS estimates that approximately 98% of subcontractors and suppliers engaged on this project (by number) will be Tasmanian businesses.

How many Tasmanian jobs will be supported by this procurement activity?

The North West Mental Health Precinct is expected to sustain a significant Tasmanian workforce across a construction program of 360 working days (approximately 78 calendar weeks). VOS's tender program provides for site works commencing in October 2026 and a Date for Practical Completion of 31 March 2028, subject to the contract program and the Date for Practical Completion confirmed in the Formal Instrument of Agreement. The project will support business continuity for existing VOS personnel, local subcontractors and SME suppliers, while enabling further business growth within the Tasmanian construction sector.

VOS anticipates that between 294 and 364 personnel (average approximately 329) will be directly or indirectly engaged on, or supported by, this project across its duration – spanning on-site trades and apprentices, off-site fabrication and manufacturing, project management, administration, professional services, transport and delivery personnel.

Given the project's location on the North West Regional Hospital campus in Burnie, VOS will prioritise the engagement of North West-based personnel and subcontractors wherever practical. This approach supports regional employment retention, skills development and long-term workforce capacity within Tasmania's North West construction sector. Over the past five years, VOS has onboarded approximately 100 new local subcontractors under its Local First procurement approach, building capability across the Northern and North-West regions and improving future employability and workload stability for Tasmanian firms.

How many people do you employ in Tasmania?

VOS currently employs approximately 270 permanent Tasmanian staff, including apprentices, carpenters, joinery manufacturing and installation teams, glaziers, project managers, site managers, estimators, procurement and commercial personnel, safety officers and advisors, administrative and accounting teams, and divisional construction managers. Of these, approximately 50 are apprentices across the construction, joinery and glazing divisions.

Estimate of labour hours worked by Tasmanian-based employees versus other employees

The majority of labour inputs will be delivered by Tasmanian-based employees and subcontractors under VOS's Local First approach. Approximately 95% of labour hours are expected to be performed by Tasmanian-based personnel, with up to 5% specialist interstate participation limited to services and proprietary systems not available within the State (for example, lift manufacture and specialist lift commissioning, Principal-nominated security and BMS system integration, and the supply and certification of specialist mental health products such as seclusion room padding and anti-ligature fixtures). This model ensures the project maximises local employment, local contracting and local economic benefit.

Would any new Tasmanian jobs be created by the proposed contract? How many?

Yes. In collaboration with its subcontract and supply partners, VOS anticipates between 12 and 24 new roles will be established across the project duration, including 3 to 6 new apprenticeship and traineeship commencements. Total apprentice and trainee participation across the project workforce (VOS and subcontract partners) is estimated at up to approximately 38 positions, or around 12% to 13% of the project workforce. Final quantum will be confirmed through project staging and workforce planning, and workforce development objectives will be captured within a dedicated Project Training and Development Plan aligned to recognised industry skills shortages.

Discipline category	Role / position	Estimated roles established
Professional management	Commercial and contract management, WHS, project management, site supervision, engineering and design, quality	2 to 3
Business administration and operations	Project administration, human resources, accounting, workshop drivers, shop detailers	2 to 5
Trades / qualified	Carpentry / joinery, civil construction, plumbing, steel fabrication, electrical, HVAC, fire protection, signage	3 to 6

Trade-based apprenticeships / traineeships	Related trades as above	3 to 6
Labourers / operators	General labour, delivery drivers, plant operators, riggers	2 to 4
Total		**12 to 24**

Anticipated project workforce

The following table identifies the number of personnel VOS anticipates will be directly or indirectly involved in the project, by supplier and subcontract package, in order to complete the works and support the local economy over the course of the project.

Supplier / package	PM	Admin	Super.	Qual.	Appr.	Assoc.	Min.	Max.
VOS Group	3	3	2	6	4	1	19	22
Construction consultants		4					4	7
Waste management service		2				2	4	5
Miscellaneous supply packages		4		2	2	2	10	10
Hardware / fixtures supply		2				3	5	6
Doors and frames supply		2		2		1	5	6
Reinforcement supply		3				4	7	8
Concrete supply		3				6	9	10
Plant and equipment hire outlets		3				5	8	15
Earthworks and civil	2	2	1	2		3	10	12
Foundation piling	2	2	1	2	2	2	11	14
Blockwork and brickwork	1	1		4	2	2	10	15
Electrical services	1	3	1	4	2		11	13
Mechanical services	1	3	1	5	2		12	15
Hydraulic services	1	2	1	4	2	1	11	15
Fire services	1	2	1	3	1		8	9
Floor finishes	1	2		4	2		9	12
Structural steelwork	2	3	1	3	2		11	14
Metalwork	1	2	1	2	1		7	8
Joinery	1	2		4	2		9	12
Windows and glazing	1	2	1	5	2	1	12	14
Roofing and wall cladding	1	2	1	6	3	1	14	16
Framing and plastering	2	2	1	6	4		15	20
Painting		2		4	2		8	9
Tanking systems		2		4		2	8	8
Post-tensioning	1	3		6			10	10
Lift services	1	2		4			7	10
Concrete finishers		2				8	10	10
Scaffolding	1	2				8	11	15
Project cranage	1	1				4	6	7
Landscaping and fencing	1	1		4	2		8	10
Signage	1	1		2	1		5	7
Totals	**27**	**72**	**13**	**88**	**38**	**56**	**294**	**364**

PM = project manager | Admin = business administration / operations | Super. = supervisor / foreman | Qual. = trade / qualified labour | Appr. = trade-based apprentice labour | Assoc. = associated / support labour (general labourers, truck and delivery drivers). Average anticipated personnel involvement: approximately 329.

Project role summary (based on anticipated minimum count)

Discipline / role	Count	Percentage
Project management / project administration / contract management	27	9%
General business administration / HR / accounting / operations	72	24%
Supervisory roles / site managers / foremen	13	4%

Qualified trade labour	88	30%
Apprentice / trainee labour	38	13%
Associated labour / general labourers / truck and delivery drivers	56	19%
Total	**294**	**100%**

Apprentice, trainee and skill development

VOS is recognised as one of Tasmania's largest direct employers of construction apprentices, currently employing approximately 50 apprentices across its construction, joinery and glazing divisions. VOS has established the Apprentice Lifecycle Program (ALP), a structured approach to apprentice recruitment, training and up-skilling that also supports mental and physical wellbeing to ensure long-term success in the industry.

VOS has maintained ongoing compliance with the Tasmanian Government Building and Construction Training Policy for many years and works closely with the Master Builders Association of Tasmania to sustain industry-wide apprenticeship pathways. Apprentices employed by VOS have been recognised with the Master Builders Tasmania Apprentice of the Year award (2021 and 2022) and the National Apprentice of the Year award (2022).

VOS actively recruits apprentices from all regions of Tasmania and employs a minimum of 14 new apprentices annually – approximately 10 within the construction unit, two within joinery and two within glazing. Over the past decade, VOS has provided structured training pathways and employment for more than 140 apprentices. Recruitment and pathway development is supported by Master Builders Tasmania, MEGT Australia and TasTAFE, with apprentice training delivered predominantly through TasTAFE campuses in Tasmania.

In addition to trade apprenticeships, VOS invests in structured professional development through its Emerging Leaders Program (ELP) and Pipeline Development Plans, which map the internal and external qualifications required for each role within the business and support progression from trade to supervisory and management positions.

Inclusive employment and workforce participation

VOS is committed to fostering a diverse, inclusive and culturally respectful workplace through its Indigenous Action Policy, which encourages greater participation of Aboriginal and Torres Strait Islander peoples within the workforce and promotes awareness and celebration of Indigenous culture, including through NAIDOC Week initiatives. This commitment is supported by VOS's Equality and Diversity, Recruitment and Selection, and Anti-Bullying and Harassment policies.

VOS is also actively working to improve gender diversity in the construction sector through its partnership with the National Association of Women in Construction (NAWIC), for which VOS is an award sponsor and Tasmanian Chapter Committee volunteer. Through this partnership, VOS and its preferred subcontractors provide mentorship, participation pathways, training programs and professional networks for women in the industry.

If you are not a Tasmanian SME, will you be setting up a local Tasmanian office and employing local staff?

VOS already maintains permanent offices in Launceston, Devonport and Hobart, and employs a permanent Tasmanian workforce. The project will be delivered by VOS's North West Division from the Devonport office, supported by the Launceston Head Office, with a project site establishment at the North West Regional Hospital campus, 23 Brickport Road, Cooee (Burnie). VOS estimates that approximately 98% of subcontractors and suppliers engaged (by number) will be Tasmanian, ensuring the majority of project expenditure circulates within the local economy and directly supports Tasmanian SMEs, apprenticeships and long-term local capability.

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

Does VOS provide all the goods and services required?

VOS will deliver overall project management and construction delivery for the North West Mental Health Precinct, including in-house carpentry and formwork, site establishment, project management, contract administration, quality assurance, safety management and environmental management services. Specialist trade packages and technical services will be delivered through a combination of VOS's internal capability and appropriately qualified

subcontractors and suppliers, selected to meet the specific operational, technical and healthcare requirements of the project.

VOS directly employs carpenters, labourers, apprentices, project managers, site managers and support personnel, providing stable local employment and continuity of skilled resources throughout the project. This integrated delivery model enables VOS to maintain strong control over quality, safety, stakeholder management and program outcomes, while maximising opportunities for local participation through both direct employment and subcontracted works.

Will the goods and services be provided by or sourced from Tasmanian SMEs?

Yes. VOS has developed a strong network of Tasmanian subcontractors, suppliers and consultants over almost 60 years of operating within the State, supported by established procurement processes that prioritise local participation in line with our Local First procurement philosophy.

For this project, VOS engaged local subcontractors and suppliers throughout the tender phase, seeking pricing and capability from businesses located across the North West, Northern and Southern regions of Tasmania. The substantial majority of subcontractors and suppliers proposed for the project are Tasmanian-based businesses employing Tasmanians, with specialist interstate supply limited to a small number of packages where specialist products, proprietary systems or technical expertise are unavailable locally. Key trade packages are expected to be delivered by Tasmanian SMEs across disciplines including earthworks and civil works, piling, concrete supply, reinforcement, structural steel, masonry, carpentry, electrical, hydraulic, mechanical and fire services, roofing and cladding, glazing, plastering, joinery, flooring, painting, landscaping, fencing, traffic management and waste management.

Given the project's location and VOS's strong North West presence, preference will be given to suitably qualified and competitive North West businesses wherever possible. Where specialist products, proprietary systems or highly specialised services cannot be sourced within Tasmania, VOS will seek suppliers that demonstrate a commitment to engaging local labour and supporting Tasmanian subcontractors during installation and commissioning activities.

Estimate of the value of locally sourced goods and services versus imported

VOS has established a local procurement target of at least 90%, and up to 95%, of the total contract value – equivalent to approximately $34.28 million to $36.19 million of the $38,092,994 Contract Sum being retained within the Tasmanian economy. The balance of approximately 5% to 10% is allocated to specialist equipment, proprietary products, nominated systems and highly specialised services that are unavailable within Tasmania or are required to meet specific clinical, compliance or operational requirements of a contemporary mental health facility – most notably lift manufacture, the Principal-nominated security and BMS integration, and specialist mental health products such as seclusion room padding, anti-ligature fixtures and specialist door hardware.

The following table identifies the goods and services VOS expects to utilise, engage and purchase in order to complete this project, mapped against the Contract Sum Price Breakdown (Tender Response Schedule 10A), which is to be inserted as the Contract Sum Breakdown attachment to the Formal Instrument of Agreement. Values are exclusive of GST.

Goods / service	Est. value (ex GST)	Anticipated supplier	Location of supplier
Preliminaries – site establishment, management and supervision, temporary works, site amenities, plant and equipment hire, falsework, traffic management	$2,412,602	VOS Group; Coats Hire; Clennetts Hire; Acrow / RMD / Pro-Scaff; Altus Traffic	Burnie, Devonport / Statewide TAS
Site clean, waste removal and progressive / final clean	$170,652	Veolia Waste Management; VOS Group	North West TAS
Ground works, bulk earthworks, civil works and removal of temporary access road / compound	$1,713,320	Treloar Group; Digga Excavation	Burnie / Devonport TAS
Foundation piling	$1,768,395	Bridge-Pro Engineering; Digga Excavation	Latrobe / Burnie TAS
Concrete, formwork and reinforcement (including post-tensioning)	$2,885,969	Hazell Bros Concrete; ARC; VSL; VOS Group (formwork)	Burnie / Hobart TAS
Waterproofing and tanking	$141,249	Maintenance Systems	Launceston / Hobart TAS
Structural steel	$950,096	DanMor Engineering	Burnie TAS
Masonry – brickwork and blockwork	$914,656	Bruce Howard Bricklaying; Burridge Bricklaying	Ulverstone / Launceston TAS

Metalwork	$196,900	Clarkes Metal Fabrication	Devonport TAS
Façade cladding, roof coverings and roof plumbing	$3,324,591	Edge Above Roofing & Sheetmetal	Burnie TAS
Windows, glazed screens, external doors and glazing film	$2,293,368	GP Glass; Summit Windows	Devonport TAS
Internal partitions, linings, ceilings, insulation, applied wall finishes and access panels	$4,542,744	Plaster Design	Burnie TAS
Carpentry	$458,728	VOS Group (in-house carpenters, apprentices and labour)	North West / North TAS
Doors and door hardware	$1,793,272	Access Hardware; Hafele	Launceston TAS / interstate supply
Floor finishes and tiling	$593,895	Choices Flooring	Burnie TAS
Painting and line marking	$245,144	Brads Painting; Bramich Painting	Ulverstone / Latrobe TAS
Joinery	$1,533,371	UCI Joinery	Ulverstone TAS
Curtains and blinds, FF&E and statutory signage	$474,289	Choices Flooring (blinds); Access Hardware (FF&E); specialist healthcare and anti-ligature suppliers	Burnie / Launceston TAS / interstate supply
Electrical services – mains, switchboards, power, fire detection, data and AV, generator	$3,647,450	Degree C	Ulverstone TAS
Security, duress and CCTV (including Principal-nominated security systems)	$1,058,551	Degree C; Honeywell (Nominated Subcontractor)	Ulverstone TAS / interstate supply
Mechanical services	$1,983,354	Superheat	Launceston TAS
Fire services	$416,207	Express Plumbing	Devonport TAS
Hydraulic services	$1,902,722	Kiely Commercial	Burnie TAS
Lifts – supply, installation and lift-car fit-out	$463,837	OTIS	Hobart TAS / interstate manufacture
Fencing	$129,081	GJ Fencing	Launceston TAS
Landscaping – soft and hard	$1,135,483	Scapeform Landscaping	Launceston TAS
Scaffolding	$335,530	Acrow; Pro-Scaff	Statewide TAS
Cranage	$98,351	Local sub-contractor	North West TAS
Construction consultants – BIM, temporary works engineering, shop drawings, surveying	$182,371	Model-Tek; Verto Consulting; PDA Surveyors	Launceston / Statewide TAS
Roof access and safety systems	$41,816	GMAC	Launceston TAS
Escalation risk contingency	$180,000	Allocated across the trade packages above as required	TAS
Principal nominated Provisional Sums – FIP / EWIS ($40,000), fire extinguishers and blankets ($20,000), installation of additional items ($15,000), non-statutory signage ($30,000)	$105,000	Local trades and suppliers	TAS
Total Contract Sum (ex GST)	**$38,092,994**		

Values are drawn directly from the Contract Sum Price Breakdown (Tender Response Schedule 10A) lodged with VOS's tender. Some line items are delivered by a combination of VOS in-house resources and subcontract partners; supplier allocations remain subject to final procurement and letting of trade packages. This price breakdown is provided to the Principal commercial-in-confidence.

Summary of local versus imported goods and services

The summary below groups the Schedule 10A lines in the table above, so that each category reconciles to the Contract Sum.

Category	Schedule 10A items	Est. value (ex GST)	% of Contract Sum	Local participation
VOS Group direct delivery – preliminaries, carpentry and formwork	0, 7, 18	$4,310,115	11.3%	Delivered by VOS with Tasmanian plant, hire and service providers
Tasmanian subcontract and supply packages	All other trade items	$29,707,930	78.0%	Procured through Tasmanian subcontractors and suppliers
Packages including specialist interstate or overseas supply – doors and hardware; blinds, FF&E and signage; security, duress and CCTV; lifts	19, 20, 26–28, 29.8, 33	$3,789,949	9.9%	Installed by Tasmanian trades; specialist products and systems part-sourced interstate or overseas

Principal Provisional Sums and escalation risk contingency	PS1–PS4, 42.4	$285,000	0.7%	Expected to be expended through Tasmanian trades
Total Contract Sum		**$38,092,994**	**100%**	**At least 90% local (target 90–95%)**

Packages in the first, second and fourth categories (90.1% of the Contract Sum) will be procured through Tasmanian businesses. With Tasmanian installation labour included in the third category, VOS expects local content of 90% to 95% of the Contract Sum. Additional to the Contract Sum, indirect expenditure by the project workforce with local retailers and service outlets is estimated at $125,000 to $251,000 (100% local) – refer Question 4.

How the submission incorporates local products, services and capabilities

VOS's approach incorporates local products, services and capabilities through early and ongoing engagement of Tasmanian subcontractors and suppliers, supported by a transparent and structured procurement framework aligned with Local First objectives. Early trade procurement enables local civil, piling and enabling works contractors to be engaged at the outset, supporting efficient site establishment and early works delivery within the North West Regional Hospital campus.

VOS invests heavily in its cloud-based project management and procurement platform, Procore, which facilitates open and accessible tendering for local SMEs by providing up-to-date drawings, specifications, addenda and site information via simple email notification. This reduces barriers to participation and improves access for local businesses that may not have dedicated tendering resources.

VOS maintains a well-established database of more than 2,300 Tasmanian-based subcontractors, suppliers and consultants, spanning a wide range of trade groups and industry sectors. Through continued engagement of Tasmanian trades across civil, structural, building services, specialist mental health fit-out and external works, VOS strengthens program certainty, quality outcomes and local economic participation.

Opportunity for Tasmanian SME involvement

Will you source components of your offer from other Tasmanian SMEs or subcontractors?

Yes. VOS, as a family-owned and long-established Tasmanian contractor, actively seeks to engage Tasmanian-based subcontractors, suppliers and consultants wherever possible. For this project, VOS will source a broad range of goods and services from local SMEs, including earthworks and civil works, piling, concrete supply, reinforcement, structural steel, masonry, electrical services, plumbing and hydraulics, mechanical services, fire services, glazing, roofing and cladding, plastering, joinery, flooring, painting, landscaping, fencing, traffic management, waste management, transport services and other specialist construction trades. The detailed allocation and estimated value of these packages is provided in the table at Question 2 above.

Particular emphasis will be placed on engaging North West Tasmanian businesses wherever capability, capacity and value for money can be demonstrated, ensuring the project delivers direct economic benefits to Burnie and the communities surrounding the North West Regional Hospital. As set out in the table at Question 2, the majority of proposed trade partners for this project are based in Burnie, Ulverstone, Devonport, Latrobe and Launceston.

How will you identify and engage with Tasmanian subcontractors and SMEs?

VOS has established a trusted network of more than 2,300 Tasmanian subcontractors, suppliers and consultants developed over almost 60 years of operating throughout the State. This network is supported by robust procurement procedures, longstanding industry relationships and a demonstrated commitment to local participation.

For this project, VOS will identify and engage Tasmanian SMEs through a combination of existing supplier relationships, targeted Requests for Quotation, open procurement opportunities and engagement with local industry organisations and professional networks, including Master Builders Tasmania and the Civil Contractors Federation. VOS utilises the cloud-based Procore platform to support transparent and efficient procurement, providing subcontractors and suppliers with access to current drawings, specifications, addenda and project information so that local businesses can participate on an informed and competitive basis.

The procurement strategy focuses on early engagement with local subcontractors to confirm capability, capacity and resource availability, particularly given the specialist requirements of a contemporary mental health facility on a live hospital campus. Trade packages will be let progressively from contract execution in accordance with VOS's Long-Lead Procurement Register, with early and long-lead packages (piling, earthworks, reinforcement, structural steel, lifts and specialist mental health products) let first, providing local businesses with reasonable notice and lead time to mobilise resources.

How will you ensure Tasmanian SMEs are not disadvantaged?

VOS maintains a fair, transparent and competitive procurement process. All subcontractors and suppliers are provided with equal access to project information, Requests for Quotation, drawings, specifications, addenda and procurement opportunities through consistent communication and structured procurement processes. VOS actively engages local businesses early in the procurement phase to ensure they have sufficient time and information to prepare competitive submissions.

Procurement packages are developed to align with local capability and capacity wherever practical, avoiding unnecessary bundling of works that may limit participation by smaller Tasmanian businesses. Where large-project procurement requirements could present a barrier to entry for smaller SMEs, VOS will guide and assist those businesses in-house, with the procurement team conducting workshops to support and promote participation. Subcontractors are assessed against a balanced range of criteria including capability, safety performance, quality systems, healthcare experience, resource availability, value for money, local content and commitment to supporting Tasmanian employment.

VOS also acknowledges its obligations under Clause 9.2 of the General Conditions of Contract, and will seek the Superintendent's approval for subcontracting in accordance with the Contract, including the provision of particulars of proposed subcontractors and the value of subcontract works.

Are there opportunities to transfer skills to a Tasmanian SME or subcontractor?

Yes. Skills development, knowledge sharing and workforce capability building form a key component of VOS's approach to project delivery. This project provides a valuable opportunity for Tasmanian subcontractors and suppliers to participate in the delivery of a highly specialised mental health facility within an operational hospital campus. This experience assists local businesses in developing the technical capability, systems, processes and workforce experience required to successfully deliver future health, government and major infrastructure projects.

VOS will collaborate with subcontract partners throughout both the procurement and construction phases, sharing best-practice approaches to project planning, stakeholder management, safety leadership, quality assurance, digital project delivery and program management. In accordance with the Tasmanian Government Building and Construction Training Policy, VOS and its subcontract partners will commit to providing training, mentoring and workplace development opportunities throughout the project. The following table identifies specific skill transfer opportunities VOS has identified for this project.

Project discipline	Skill opportunity	Approach / methodology
Procurement and project coordination	Systems integration with project risk methodology, contract administration and site logistics management on an operational hospital campus	Workshop collaboration and training; Procore onboarding for local SMEs
Design control and management	Building Information Modelling (BIM) coordination, shop drawing review, design clash and change management	Workshop collaboration and training with local consultants and trades
Safety and quality	Large-project risk management and mitigation practices, inspection management and auditing	SWMS development, ITPs / ITCs, Stop-Wait-Think, HammerTech onboarding

Broader social and economic opportunities

Other benefits to the Tasmanian economy

VOS employs approximately 270 Tasmanian-based staff across its Launceston, Devonport and Hobart offices, contributing more than $22 million annually in direct wages to the Tasmanian economy. Through its reliance on local subcontractors, suppliers and consultants, VOS

generates substantial indirect economic benefits that support employment, business growth and regional development across the State.

This project will provide significant economic benefits to the North West region through direct employment, subcontractor engagement, local procurement and increased demand for local goods and services. The project is expected to support approximately 294 to 364 workers, predominantly Tasmanian, across direct labour, subcontracted works, manufacturing, transport, project management, administration and professional services, and approximately $34.28 million to $36.19 million of the $38,092,994 Contract Sum is targeted for retention within the Tasmanian economy.

Beyond construction-related employment, the project will generate additional economic activity for local accommodation providers, fuel suppliers, cafés, restaurants, retailers and service businesses. The following table sets out VOS's estimate of that indirect contribution, based on the anticipated project workforce and the 360 working day (72 working week) construction program.

Item	Value / unit	$ / week	$ / low	$ / average	$ / high
Coffee	$5.00 each	$25.00	$11,880	$17,820	$23,760
Smoko	$7.00 each	$35.00	$16,632	$24,948	$33,264
Lunch	$10.00 each	$50.00	$23,760	$35,640	$47,520
Fuel	$2.20 / 70L	$154.00	$73,181	$109,771	$146,362
Total		**$264.00**	**$125,453**	**$188,179**	**$250,906**

Calculated on 6.6 to 13.2 personnel purchasing each working week (2% to 4% of the average workforce of 329; average 9.9, or 3%) across the 72 working weeks of the construction program. The estimate will be updated if the contract program changes.

Supporting local retailers and service outlets

Located within the North West Regional Hospital campus, the project workforce is anticipated to regularly utilise nearby cafés, takeaway outlets, supermarkets, convenience stores, fuel stations and other local businesses for day-to-day purchases. This is expected to benefit local operators including Wivenhoe Bakery, the NWRH cafeteria, Acton Café and other hospitality and retail businesses within the Burnie CBD and surrounding suburbs. Local fuel suppliers and service stations – including BP, Ampol, Shell and United outlets in the Burnie region – are also expected to benefit through vehicle and plant fuel purchases.

Across its portfolio, VOS consistently delivers measurable economic benefits beyond the construction site. Analysis of recent projects demonstrates that expenditure with local retailers and service providers typically represents approximately 1.1% to 1.4% of total project value, including the Northern Suburbs Community Hub ($32 million – approximately $340,000 in local spending), the Devonport Waterfront Redevelopment ($17.4 million – approximately $230,000) and the Penguin District School Redevelopment ($18.9 million - approximately $210,000). The NWMHP estimate above has deliberately been prepared on a conservative, bottom-up basis and sits below this portfolio range, which would indicate approximately $419,000 to $533,000 for this project.

Importantly, the project will also deliver lasting social value through contemporary mental health infrastructure that improves access to specialist mental health services for the North West community, supporting improved patient outcomes, strengthening regional health services and contributing to the long-term wellbeing and resilience of local communities.

How will this contract lead to new skills or expertise being developed within Tasmania?

The project requires construction of a purpose-built acute mental health facility on an operational hospital campus, providing local workers, subcontractors and suppliers with experience in secure mental health environments and anti-ligature fit-out, specialised building services integration, staged construction adjacent to live hospital operations, aeromedical and helipad coordination, interface management with the concurrent IS-937 NWRH Emergency Department and Ambulance Drop Off Redevelopment, stakeholder management and service continuity planning. These skills are highly transferable and increasingly important as healthcare infrastructure investment continues throughout Tasmania.

Local personnel will gain practical experience across a range of specialist construction activities including civil infrastructure and foundation piling, post-tensioned and reinforced

concrete construction, structural steel installation, complex building services integration, healthcare fit-out, live services management, traffic staging and environmental controls adjacent to sensitive wetlands. By building capability in complex healthcare infrastructure delivery, the project will enhance the capacity of Tasmanian SMEs and construction professionals to deliver future hospital, health, government and major infrastructure projects throughout the State.

Will trainees or apprentices be appointed? If yes, how many and in which profession?

Yes. VOS anticipates 3 to 6 new apprenticeship and traineeship commencements will be created as a direct result of this contract, across carpentry, civil construction, joinery and building services trades. Across the whole project workforce – VOS and its subcontract partners combined – up to approximately 38 apprentice and trainee positions are estimated to be supported, or around 12% to 13% of the project workforce. Trades and professions include carpentry, joinery, civil construction, plumbing and hydraulics, electrical, mechanical and HVAC, fire protection, plastering, glazing, roofing and cladding, flooring, painting and project administration.

These positions will provide practical, on-the-job experience supported by structured mentoring from both VOS and its subcontract partners. In addition, opportunities will be explored for local secondary school students undertaking VET programs to participate in work experience placements, supporting early skills development, work readiness and long-term participation in the Tasmanian construction industry. VOS will seek to engage with TasTAFE, Master Builders Tasmania and local North West secondary schools to promote construction career pathways and provide exposure to healthcare infrastructure delivery, with supervised site visits and work experience offered where operationally appropriate.

Pathways to employment for disadvantaged Tasmanians

The project will provide opportunities for disadvantaged Tasmanians to gain exposure to construction environments, develop practical skills, and participate in mentoring and training initiatives delivered through VOS and its subcontractor network. Where appropriate, VOS will leverage its community partnerships, industry relationships and engagement with education providers to connect individuals and community groups with opportunities for site visits, mentoring and informal engagement, helping to remove barriers to employment and promote inclusive workforce participation.

VOS also supports the Alternative Suspension program, a successful program in South Australia, New South Wales and now Tasmania, which transforms a student's suspension period away from school into a positive experience that fosters personal development, goal setting, social skills and community respect, with the aim of increasing resilience and reducing repeat suspensions. Where VOS provides work experience opportunities, VOS will supply the required items at its own cost, including appropriate high-visibility clothing, personal protective equipment and Construction White Card training.

Community engagement – JCP Youth

VOS is progressing discussions with JCP Youth, a respected Tasmanian social enterprise supporting children, young people and families, to develop a collaborative approach delivering positive, long-term social outcomes for local communities. Through initiatives such as JCP's Kaleido Camps, which support children aged 8 to 12, VOS would contribute to mentoring, positive role modelling and personal development opportunities for young people who may not otherwise have access to these experiences. While independent of the construction works, this partnership reflects the project's role as an investment in mental wellbeing, resilience and community connection across North West Tasmania.

Support for the Tasmanian community

VOS is committed to making a positive difference within the local community through the VOS Foundation, established in 1987 to assist those who are less fortunate or who experience unnecessary hardship. Each year, approximately 10% of company profits are directed to the Foundation to support community, humanitarian and charitable initiatives in Tasmania and overseas. Recent examples of community support include:

- $280,000 donation to Launceston City Mission (Major Sponsor);
- $50,000 contribution to the Hobart Christmas Food Appeal;

- $5,000 donation to St Leonard's Primary School to assist with student excursion costs;
- assistance with local children's specialist medical expenses; and
- employee-organised fundraising BBQs supporting Grace Street and life-saving medical treatment overseas.

Local organisations currently supported by the VOS Foundation include the University of Tasmania Lions Football Club (Newnham) and City Mission Launceston as Major Sponsor, Teen Challenge Launceston and Devonport Chaplaincy. VOS also supports the Clifford Craig Health Foundation, recognising its role in funding medical equipment, research and professional development that improve healthcare outcomes across Northern and North West Tasmania, and, should VOS be engaged to deliver this project, would welcome the opportunity to continue supporting the Foundation. VOS employees, subcontractors and suppliers also support the Cancer Council Tasmania Biggest Morning Tea, Jeans for Genes Day, Speak Up! Stay ChatTY, Steptember, the Distinguished Gentleman's Ride, Make-A-Wish Australia and the Australian Red Cross Lifeblood service.

VOS has a strong track record of supporting Tasmanian communities through work with not-for-profit organisations in the social enterprise sector, including the delivery of the Serenity House rehabilitation facility in Burnie for City Mission and the fit-out and refurbishment of a heritage building in Launceston to accommodate youth services and community workspaces. VOS apprentices in the North and North-West also collaborate annually on charity projects, including designing and constructing cubby houses for childcare centres and support schools.

VOS further contributes to the construction industry and community through professional engagement and volunteering, including as a NAWIC award sponsor and Tasmanian Chapter Committee volunteer, a Master Builders Tasmania member and Commercial Committee Board representative, a sponsor and judge of the RAIA UTAS Architecture Student Award, and by hosting up to 25 Year 10 to 12 students per year for work experience placements.

Local innovative solutions

Adding value to imported goods and services through local development and innovation

Yes. While certain specialist components require interstate or overseas manufacture or supply – including lift equipment, Principal-nominated security and BMS systems, seclusion room padding, anti-ligature fixtures and specialist door hardware – VOS maximises the value retained within Tasmania through local design development, prefabrication, installation, commissioning and maintenance activities.

For this project, VOS has engaged Tasmanian consultants and subcontractors to develop project-specific methodologies for construction on an operational hospital campus, including specialist planning for operational staging, secure mental health environments, helipad and aviation constraints, traffic management, stakeholder engagement and service continuity. The project will utilise Building Information Modelling (BIM) coordinated by Tasmanian-based consultants to integrate architectural, structural, civil and building services information within a single digital environment, and advanced digital surveying and service verification technologies – including 3D laser scanning and Radiodetection cable and pipe locating equipment – to validate existing infrastructure and reduce the risk of service strikes.

Strategies to provide goods and services historically imported from interstate or overseas

Yes. VOS has invested heavily in developing Tasmanian capability to deliver complex healthcare infrastructure that has traditionally relied on interstate expertise and specialist resources. Through the delivery of projects including the Launceston Health Hub, LGH Helipad, Burnie Ambulance Super Station, LGH Acute Medical Unit, LGH CT Scanner and Devonport BreastScreen Clinic, VOS has established a strong network of experienced Tasmanian consultants, subcontractors and suppliers capable of delivering highly specialised healthcare infrastructure. Over the past five years, VOS has also onboarded approximately 100 new local subcontractors under its Local First procurement strategy.

To ensure this expertise remains in Tasmania beyond project completion, VOS implements structured knowledge transfer throughout project delivery. Healthcare-specific methodologies – including secure mental health fit-out and anti-ligature verification, live campus staging, digital coordination through federated BIM models, operational interface management and complex

commissioning processes – are shared with Tasmanian subcontractors, consultants and project personnel through mentoring, collaborative planning workshops, toolbox talks and documented project systems, reducing future reliance on interstate expertise for complex healthcare projects.

Innovative solutions benefiting the broader Tasmanian community and economy

Yes. VOS incorporates a range of innovative construction, operational and digital delivery solutions that improve project outcomes while strengthening capability within the Tasmanian construction sector. The five initiatives outlined below are further detailed within VOS's tender methodology and draft management protocols.

1. Coordinated multi-project traffic and stakeholder management – The North West Mental Health Precinct will be delivered concurrently with the IS-937 NWRH Emergency Department and Ambulance Drop Off Redevelopment within the NWRH precinct, with the Uplands Place access and builders' compound expected to be shared by agreement between both Principal Contractors and the Department of Health Project Managers. VOS will implement a coordinated approach to traffic management, heavy vehicle scheduling and stakeholder communication, including a shared Traffic Management Plan, coordinated construction vehicle movements and joint communication of high-disruption activities, supported by a structured communication and escalation framework that keeps hospital operations, ambulance egress and patient care the highest priority.

2. Digital engineering and local BIM coordination – VOS has engaged Launceston-based BIM consultant Model-Tek to develop and coordinate a project-wide Building Information Model incorporating architectural, structural, civil and building services information, enabling clashes, service conflicts and constructability issues to be resolved before construction. Local engineering firm Verto will assist with constructability oversight, temporary engineering solutions and performance solutions in coordination with the BIM collaboration.

3. Data-driven hospital interface management – VOS will implement an interface management framework with measurable performance targets and monitoring for critical service continuity, infection control compliance, stakeholder notifications, planned shutdown performance, patient access, noise and vibration, and helipad and aviation constraints, supported by the Procore and HammerTech digital platforms for documentation, quality records, safety systems, logistics and deliveries.

4. Digital surveying and service verification – 3D laser scanning and Radiodetection cable and pipe locating technologies will be used to accurately validate existing campus infrastructure before excavation and connection works, improving safety, increasing construction certainty and reducing the risk of disruption to live hospital services.

5. Building Tasmanian capability and low-emission construction – Where practical, VOS will utilise battery-powered plant, tools and equipment when working adjacent to occupied healthcare environments and residential neighbours, reducing emissions, improving air quality and minimising noise impacts. Through the delivery of the project, local subcontractors, suppliers, apprentices and trainees will gain specialist experience in healthcare construction, operational staging and critical services management – capability that remains within Tasmania.

Management systems and continuous improvement

VOS invests significantly in professional management systems each year. Procore integrates all facets of a construction project and provides a single source of truth for all stakeholders, reducing duplicate processes and inefficient work practices while allowing VOS to engage a broad supply-chain group of local subcontractors and suppliers through open tender invitations. HammerTech streamlines safety operations from online inductions to time tracking and daily reports, consolidating inductions, SWMS, permits, pre-start checklists and safety checklists in one central location and capturing field data such as LTIFR and MTIFR through an automated process. VOS's continuous improvement methodology will be applied throughout the project to ensure opportunities to enhance local participation are identified and implemented over the project lifetime.

Through the strategies outlined in this Plan, VOS will deliver measurable benefits to the Tasmanian community and economy: contemporary mental health infrastructure for the North West, minimised disruption to North West Regional Hospital and Ambulance Tasmania operations, increased participation of Tasmanian SMEs and apprentices in specialised healthcare construction, reduced emissions through low-emission equipment, and the ongoing

development of local capability to deliver future health and major infrastructure projects. Collectively, these outcomes strengthen Tasmania's construction sector, support regional economic growth in the North West and leave a lasting capability legacy within the State.

Completed and endorsed

Brent Wilcox – Commercial Manager

.....

(Name and position – print)

Vos Construction and Joinery Pty Ltd

.....

(Supplier name)

.....

(Signature)

25/09/2026

(Date)

	Dale Webster **Secretary, Department of Health**
Completed and endorsed **Principal**	..... (Name and position – print)
	[redacted]..... (Signature)
	29 / 09 / 2026 (Date)

*A Tasmanian business is a business operating in Tasmania that has a permanent office or presence in Tasmania and which employs Tasmanian workers. A Tasmanian SME is a Tasmanian business employing fewer than 200 people.