



Australian Government



Sydney Metro –
Western Sydney Airport

Workforce Development and Industry Participation Plan



The background features a large, stylized graphic element resembling a winding path or river. It is composed of multiple parallel lines in shades of orange, yellow, and black, with a central line of white dots. The path curves from the top left towards the bottom right. Surrounding this path are abstract, wavy shapes in teal, dark blue, and magenta, creating a vibrant, organic feel.

Acknowledgment of Country

Sydney Metro pays respect to Aboriginal peoples as the Traditional Owners and Custodians of the land on which we work and live, we acknowledge Elders past and present and recognise the continued connection to the land and water ways.

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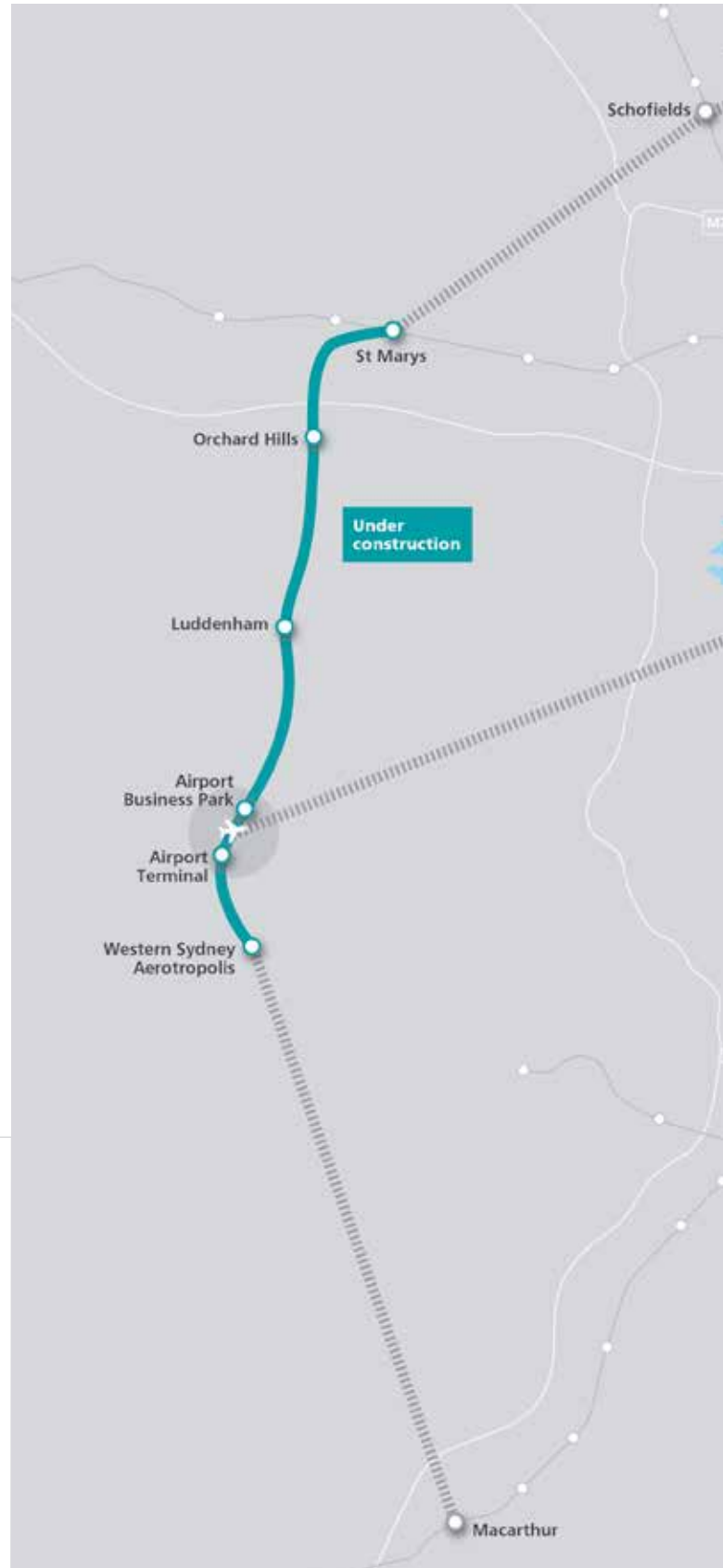
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1 Our purpose, priorities and objectives

Workforce Development and Industry Participation priorities and objectives

The Sydney Metro – Western Sydney Airport project provides a significant opportunity to support jobs and skills for a more diverse and inclusive workforce and supply chain. Sydney Metro acknowledges the key to success is taking a collaborative approach to delivering these priority areas. Sydney Metro has a Workforce Development and Industry Participation Plan which sets out how these commitments will be delivered whilst addressing key state and federal policies and skills challenges.

This plan builds upon what Sydney Metro is already delivering through other projects such as Sydney Metro Northwest and Sydney Metro City & Southwest. Each program is designed in collaboration with industry and government as well as training, education and employment providers to ensure successful delivery and outcomes.



Sydney Metro – Western Sydney Airport Construction commenced 2020



Six stations



Connecting Western Sydney International Airport to the rest of Greater Western Sydney



Servicing Greater Western Sydney

Figure 1.1: The current and proposed Sydney Metro lines



The Sydney Metro – Western Sydney Airport project provides a significant opportunity to support sustainable jobs and skills for a more diverse and inclusive workforce and supply chain.

1.1 About Sydney Metro

Sydney Metro is Australia's biggest public transport project. In 2024, this new standalone railway will deliver 31 metro stations and more than 66 kilometres of new metro rail, revolutionising the way Australia's biggest city travels. Metro means a new generation of world-class fast, safe and reliable trains easily connecting customers to where they want to go. In addition to Sydney Metro – Western Sydney Airport, Sydney Metro currently has three other projects:

- **Metro North West Line:** The first stage of Sydney Metro linking Rouse Hill to Chatswood, which opened in May 2019.
- **Sydney Metro City & Southwest:** A 30-kilometre extension of metro rail from the end of Sydney Metro North West at Chatswood under Sydney Harbour, through new CBD stations and south west to Bankstown. It is due to open in 2024 with seven new metro stations and 11 upgraded stations.
- **Sydney Metro West:** A new mass transit metro service connecting the Parramatta and Sydney CBDs.

1.1.1 Sydney Metro – Western Sydney Airport

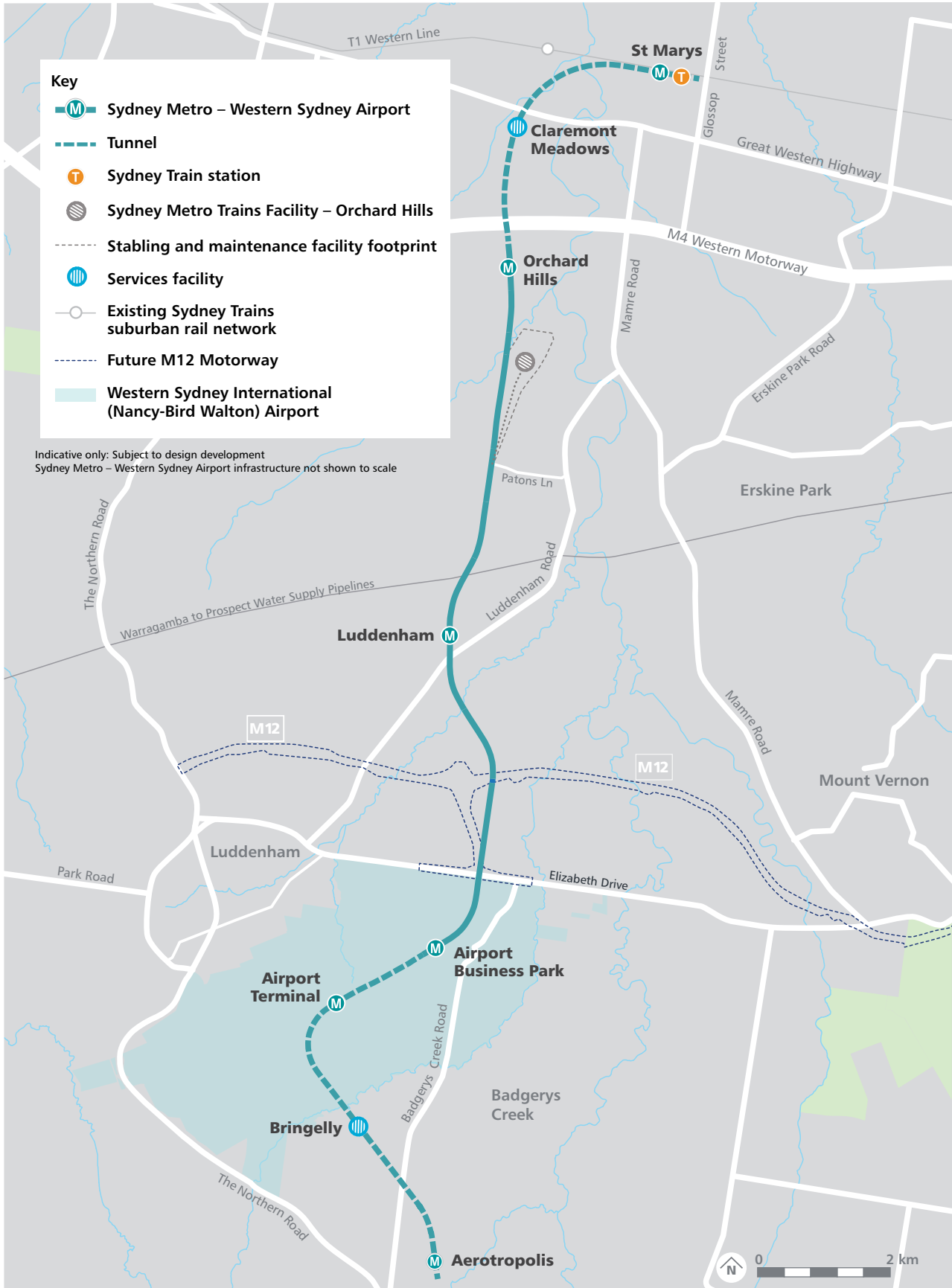
The new Sydney Metro – Western Sydney Airport railway line will service Greater Western Sydney and the new Western Sydney International (Nancy-Bird Walton) Airport. A fast, safe and reliable metro rail service will connect communities with the new airport, jobs and services, delivering better access to employment opportunities, health and education facilities and leisure activities across Greater Sydney.

Six new stations are proposed to be built on the alignment with key stations at Western Sydney International airport, the Western Sydney Aerotropolis and St Marys, where customers can connect to the existing Sydney Trains suburban T1 Western Line.

The project is a key commitment of the Western Sydney City Deal. It will support 14,000 new jobs during construction, including more than 250 new apprenticeships.

The Australian and NSW governments have a shared objective of having Sydney Metro – Western Sydney Airport operational when the airport opens for passenger services.

In parallel, the governments have also committed to the investigation of integrated transport and delivery options for a full North South Rail Link from Schofields to Macarthur and a South West Rail Link to connect Leppington to Western Sydney International via an interchange at the Aerotropolis.





Sydney Metro Pre-employment program participants.

1.2 What is Workforce Development and Industry Participation?

Sydney Metro requires the mobilisation of a highly skilled workforce to ensure that the design, construct and operation of the railway are delivered safely, on time, and within budget.

Workforce Development and Industry Participation is a holistic concept that sets out how the project will build a pipeline of resources to design, construct and operate the railway, leave a lasting skills legacy for industry, inspire future talent whilst also addressing challenges relating to skills, employment, diversity and the supply chain. It covers a wide range of key activities, strategies and policies developing individuals, the organisation and industry in which they operate.



Figure 2.1: Direct and indirect benefits of Workforce Development and Industry Participation

Workforce Development and Industry Participation Plan key priority areas are



Industry and jobs participation

Increase opportunities for employment of local people, participation of small and medium enterprises including Recognised Aboriginal business and support industry to compete in home and global markets through active participation in client led programs.



Workforce skills development

Enable targeted and transferable skills development in areas with local and national skills shortages, support changing job roles and increased skill requirements, and embed transferable skills in the workforce.



Diversity and inclusion

Establish initiatives to increase diversity within the workforce and supply chain through collaborative partnerships.



Inspiring future talent and developing capacity

Engage young people via education and work experience through higher and vocational education and institutions to encourage interest in STEM and infrastructure related careers.



Collaboration

Sydney Metro will continue to be collaborative with organisations that have a shared interest in driving skills, diversity, jobs and industry capacity through infrastructure projects.

2 Strategic context

The NSW Government aims to be a ‘best in class’ client for the construction industry and its suppliers. In return, it expects industry to meet the highest standards of integrity, quality, innovation, diversity and inclusiveness¹.

The Workforce Development and Industry Participation plan incorporates wider NSW government priorities which commit to maximising opportunities including job outcomes, diversity, skills and industry participation. Sydney Metro believes greater outcomes can be achieved through collaboration and, with this in mind, will continue in partnering to support existing and future policies relevant to each phase of the project from design, construction, operation of the railway and precinct.

2.1 Sydney Metro – Western Sydney Airport project objectives

This plan has been developed by ensuring it is aligned to the key Sydney Metro – Western Sydney Airport project objectives:

2.2 Relationship to other key Sydney Metro strategies

- **Sydney Metro – Western Sydney Airport Corridor Jobs Strategy:** provides a strategy to realise the potential of the corridor by unlocking job growth in key growth sectors. By exploring the significance of Sydney Metro – Western Sydney Airport across each precinct, a number of actions from respective place making authorities and local governments are identified to maximise the opportunity of Sydney Metro – Western Sydney Airport.
- **Sydney Metro – Western Sydney Airport Aboriginal Participation Plan:** details Sydney Metro’s approach to driving increased Aboriginal Participation. The Aboriginal Participation plan takes the Workforce Development and Industry Participation priorities and applies a focused and targeted approach.

	1 Safe and customer focused transport service	Deliver easy, safe and accessible transport services that meet the needs of our customers
	2 Successful airport and Western Parkland City	Support the long-term success of Western Sydney International and the Western Parkland City by optimising land use and development, transport and green infrastructure
	3 Attracting knowledge and internationally competitive jobs	Support Western Sydney’s International competitiveness and productivity by supporting employment precincts and attracting knowledge-intensive jobs
	4 Realising the 30-minute city	Connect Western Sydney communities with an integrated transport network to maximise the 30-minute city catchment of the Western Parkland City and adjoining cities and regions
	5 Great places with an increased housing supply	Facilitate the development of the Western Parkland City to create liveable, vibrant and environmentally sustainable precincts and places with a diverse mix of new dwellings
	6 Delivering a value for money solution	Ensure a value for money, sustainable and deliverable solution to support long-term growth of the Western Parkland City

Figure 2.2 Sydney Metro - Western Sydney Airport Project Objectives

¹ NSW Government Action Plan – A ten point commitment to the construction sector June 2018

- **Sydney Metro – Western Sydney Airport Sustainability Plan:** recognises there is an opportunity to expand the sustainability remit of the project and leave a lasting legacy for the communities along the alignment. These include promoting heritage and improving the wellbeing, liveability and equity of the customer, community, supply chain and industry.

2.3 Government plans, priorities and policies

The following section provides an outline of the key state and federal policies that impact the Workforce Development and Industry Participation Plan. The plan aligns and contributes to state and federal priorities, policies and associated procurement directives. Sydney Metro delivery partners will be expected to be across the key objectives detailed in these policies and plans. For further detail please refer to Appendix A and B of this plan.

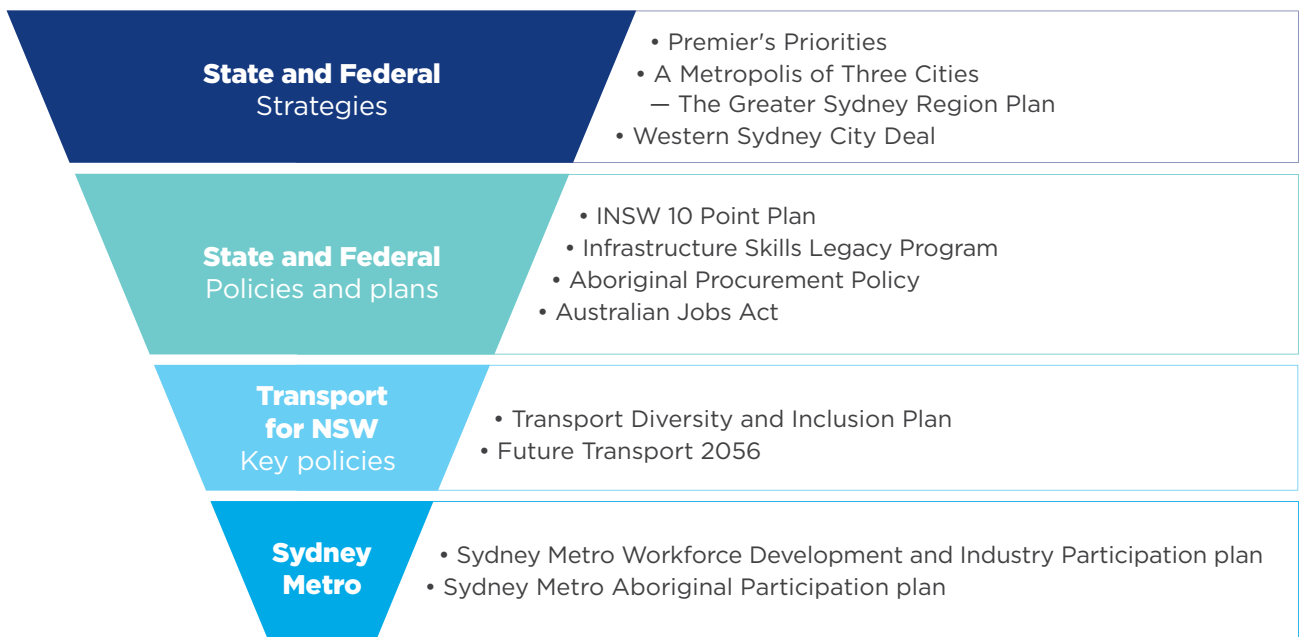


Figure 2.3: Key Workforce Development and Industry Participation policies

The Workforce Development and Industry Participation plan incorporates wider NSW government priorities which commit to maximising opportunities including job outcomes, diversity, skills and industry participation.

3 Collaboration and industry partnerships

One of the core values of Sydney Metro is collaboration. To achieve this plan's vision, it is critical that Sydney Metro partners with government, industry, professional association and community partners who have a similar commitment to job opportunities, skills and increased diversity within the workforce and supply chain.

3.1 Wider infrastructure collaboration

Given the current level of infrastructure investment in transport and capital construction projects across Australia, greater collaboration is necessary to avoid skills and labour shortages. The potential skills shortages Sydney Metro faces also impact other infrastructure projects of the NSW Government with its substantial investment in new roads, hospitals, schools and transport projects. Sydney Metro will partner with these organisations through mechanisms like the Skills and Employment Advisory Group (SEAG) to share intelligence and collaborate on initiatives.

In addition Sydney Metro is an active participant in the NSW Government Construction Leadership Group (CLG), led by Infrastructure NSW and subcommittees. This group has developed the NSW Government Action Plan: a ten point commitment to the construction sector. Part of the focus of this action plan looks for cross infrastructure collaboration to develop skills, capability, capacity and greater diversity in the construction workforce and its supply chain.

Sydney Metro has collaborated with other state and federal government agencies such as the NSW Department of Education and Department of Education, Skills and Employment to ensure an effective strategy is developed with resources and expertise to support the delivery of these initiatives. Sydney Metro will therefore extend the reach of its collaborative activities by working with key stakeholders such as Western Sydney City Deal Delivery Office and Western Sydney Airport to ensure a coordinated approach.

3.2 Sydney Metro Skills and Employment Advisory Group (SEAG)

A strategic stakeholder forum, the Skills and Employment Advisory Group SEAG was established in early 2014. It brings together NSW and Australian governments, industry bodies, employers and training organisations. The objective of this collaborative group is to inform, advise and support the delivery of the Sydney Metro Workforce Development and Industry Participation strategies and associated programs. SEAG members have a mutual interest in the delivery of Sydney Metro objectives and are able to provide expertise and funding to support delivery.

3.3 Western Sydney City Deal

The Western Sydney City Deal is a partnership between the Australian Government, NSW Government, and local governments of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly². An implementation plan was published in 2018 which sets out commitments, with annual reporting to demonstrate how those commitments are being delivered. Part of these commitments include Indigenous, social and local participation targets for all construction projects in the district.

Sydney Metro has established relationships with both the Western Sydney Airport and Western Sydney City Deal office to work together to ensure a coordinated approach is developed and delivered for job opportunities, skills and increased diversity within the workforce and supply chain. Sydney Metro will also continue to build new relationships with infrastructure projects in the area with similar commitments.

² <https://www.nsw.gov.au/improving-nsw/projects-and-initiatives/western-sydney-city-deal> Viewed on 9th May 2019

3.4 Education and skills hubs

Sydney Metro recognises the need to investigate potential partnerships and opportunities to support the delivery of the Workforce Development and Industry Participation outcomes.

Potential hubs that could support skills development and industry participation include the Indigenous Hub and the VET facility planned for the Western Parkland City as part of the Western Sydney City Deal commitment. In the longer term the Aerotropolis will include permanent Higher Education and Vocational Education and Training campuses. For Higher Education, the NUW Alliance (the University of Newcastle, UNSW Sydney and the University of Wollongong) and Western Sydney University will join forces to deliver a world-class higher education and research presence at the Western Sydney Aerotropolis precinct.

Sydney Metro will need to work with a range of training providers to achieve these workforce development objectives. Establishing new training facilities is not without its challenges in terms of both capacity and capability. There are shortages of skilled trainers, especially those with the necessary, contemporary industry experience. Sydney Metro will work with delivery partners and training bodies to develop strategies which support skilled subject matter experts to increase the capacity of the vocational training sector.

3.5 Sydney Metro West

Sydney Metro will implement a coordinated approach between Sydney Metro West and Sydney Metro - Western Sydney Airport. The projects present an opportunity to work with our stakeholders and delivery partners to ensure a coordinated and collaborative approach in delivery of skills development and support greater participation for local employment and increased diversity in the workforce and supply chain.



Sydney Metro school based apprentice.

4 Priorities and objectives

The Workforce Development and Industry Participation priorities and objectives reflect the wider industry and government drivers as described previously in section 1 and 2. The following sections provide further detail of the context to each priority and planned approach for Sydney Metro Western Sydney Airport.

4.1 Priority 1: Industry and jobs participation

Objectives

- Provide employment opportunities across Sydney with a targeted approach for Greater Western Sydney
- Increase opportunities for small medium enterprises (SMEs) including Recognised Aboriginal Business to access Sydney Metro supply chain
- Support industry to compete in home and global markets.

4.1.1 Current issues and context

Increasing small to medium enterprise engagement

Sydney Metro – Western Sydney Airport is an opportunity to enable supply chain diversity through an increase of SMEs including recognised Aboriginal business and social enterprise participation.

According to the Reserve Bank of Australia, small businesses play a significant role in the Australian economy, particularly in terms of their contribution to employment and production. They account for 33 per cent of Australia’s GDP, employ over 40 per cent of Australia’s workforce, and pay around 12 per cent of total company tax revenue³.

According to the Australian Small Business and Family Enterprise Ombudsman small businesses dominate employment in the agriculture, fishing, real estate, construction, professional services and accommodation and food services industries. In Western Sydney only three per cent of businesses employ 20 or more people; just over 60 per cent of businesses are sole traders with a self-employed owner, whilst 28.2 per cent of businesses are micro businesses with one to four employees⁴.

Businesses are reporting worsening labour shortages while pressures in the procurement of building materials and equipment is widespread. The demand for labour has continued to increase due to the lift in infrastructure work and the scale of the projects in the pipeline⁵. Sourcing sub-contractors also remained a key concern in the six months to September 2018, with 57.8 per cent also citing ‘major’ or ‘moderate’ difficulty, although this was down from 66.7 per cent in the previous six months⁶. The challenge of pressures in the procurement space could be addressed by supporting the capacity of SMEs to participate in the supply chain. This could also be supported through breaking down packages further to allow for a wider scope of businesses.

By working together with wider NSW government, Sydney Metro in conjunction with our delivery partners has an opportunity to help realise the ten point commitment to the construction sector and encourage an increase in the ‘supply side’ capacity of the sector to meet future demand⁷.

Jobs participation

Greater Western Sydney contains 9 per cent of Australia’s population, and 44 per cent of Sydney’s population. In collaboration with our delivery partners, Sydney Metro has an opportunity to support sustainable employment and provide opportunities for disadvantaged groups, job seekers and drive local employment for Greater Western Sydney. In addition there is an opportunity to positively impact the economy by creating employment opportunities across multiple industries throughout the construction phases.

³ The Australian Small Business and Family Enterprise Ombudsman, Small business counts, small business in the Australian economy, Commonwealth of Australia, 2016, p6. https://www.asbfeo.gov.au/sites/default/files/Small_Business_Statistical_Report-Final.pdf. Viewed on 12 June 2019

⁴ William Buck and associates, Making Western Sydney Greater Edition 5 – H1 2017. https://www.williambuck.com/wp-content/uploads/2018/09/WB_-Making-Western-Sydney-Greater-05_-Digital-v1.pdf Viewed on 12 June 2019

⁵ Ai Group Construction Outlook Survey – July 2018

⁶ Ai Group Construction Outlook Survey – November 2018

⁷ NSW Government Action Plan – A ten point commitment to the construction sector June 2018



An artist's impression of St Marys Station.

Benefits of having a targeted approach to supporting wider employment include:

- Supporting the creation of jobs growth as a result of the delivery of Sydney Metro – Western Sydney Airport.
- Increased availability of skills and capacity, supporting project delivery within a value for money approach.
- Development of intellectual capital through skilling, reskilling and upskilling local workers.
- Providing better employment options for local under-represented groups including job seekers, Aboriginal peoples, young people and women.
- Increased collaboration with industry partners.
- Supporting the Greater Sydney Commission vision of jobs growth in Western Sydney.
- Supporting related jobs and industry participation policies such as the Western Sydney City Deal, Aboriginal Procurement policy and the Australian Jobs Act.

4.1.2 Implementation plan

These opportunities and issues can be addressed through contractual mechanisms and innovative initiatives by our delivery partners which encourage capacity and capability building. Table 1 below provides an indication of the implementation plan needed to support the industry participation objectives.

Table 1: Industry and jobs participation initiatives

Objective	Measures of success	Status
Provide employment opportunities across Sydney with a targeted approach for Greater Western Sydney	<ul style="list-style-type: none"> • Mandatory measurable employment outcomes • 20 per cent of the workforce from Greater Western Sydney 	<ul style="list-style-type: none"> • Outcome established and in delivery • Target established and in delivery
	<ul style="list-style-type: none"> • Pre-employment programs supporting local people into employment 	<ul style="list-style-type: none"> • Outcome established and in delivery
	<ul style="list-style-type: none"> • Sydney Metro Jobs Brokerage Program 	<ul style="list-style-type: none"> • Committed to and in development
	<ul style="list-style-type: none"> • Tenderers to commit to initiatives supporting employment opportunities 	<ul style="list-style-type: none"> • Committed to and in development
Support industry to compete in home and global markets	<ul style="list-style-type: none"> • Sydney Metro delivery partners participate in client led programs which build their overall capacity and capability in responding to government priorities 	<ul style="list-style-type: none"> • Outcome established and in delivery
Increase opportunities for small medium enterprises including Recognised Aboriginal Business to access Sydney Metro supply chain	<ul style="list-style-type: none"> • Minimum number of Recognised Aboriginal businesses in the supply chain • Minimum number of small, medium enterprises in the supply chain • Tenderers commit to innovative initiatives supporting small business capacity • Tenderers commit to engaging social enterprises in the supply chain • Sydney Metro Aboriginal Business Forum 	<ul style="list-style-type: none"> • Target established and in delivery • Target established and in delivery • Outcome established and in delivery • Outcome established and in delivery

Case study

Sydney Metro Aboriginal Business Forums



Aboriginal Business Forum.

In 2016, Sydney Metro established the Sydney Metro Aboriginal Business Forums as a mechanism to support its commitment to increase Recognised Aboriginal businesses in the wider supply chain. The purpose of the forum is to facilitate engagement between Sydney Metro delivery partners and Aboriginal businesses. The forum allows for Aboriginal businesses to keep abreast of upcoming packages of work across the project and network with Sydney Metro delivery partners and the wider supply chain. Achievements to date include:

- Four Aboriginal Business forums delivered to date following Sydney Metro Industry Briefings.
- Over 150 recognised Aboriginal businesses participated in the forums.
- Increased engagement and new relationships built between industry and recognised Aboriginal businesses.
- Increased awareness of the types of requirements needed to bid for packages of work.
- Feedback and support to build the capacity of businesses to respond to future packages.
- Several Aboriginal businesses have been successful in being awarded packages of work and/or supply goods and services to the wider Sydney Metro supply chain and operations.
- As of October 2020, 62 recognised Aboriginal businesses have worked on the CSW project.
- Several Aboriginal businesses are now approved suppliers for our delivery partners.
- Sydney Metro delivery partners have built relationships with Aboriginal businesses to support capacity building.
- As of October 2020, 11.5 per cent of SMEs in our CSW supply chain are Aboriginal businesses.
- As of October 2020, 2.4 per cent (511) of our City & South West workforce are Aboriginal People.

4.2 Priority 2: Workforce skills development

Objectives

- Address immediate and future skills shortages locally and nationally through targeted and transferable skills development
- Respond to changing job roles and increased skill requirements
- Embed long lasting transferable skills including health and safety culture, leadership, team work and promoting continuous improvement.

4.2.1 Current skills challenges

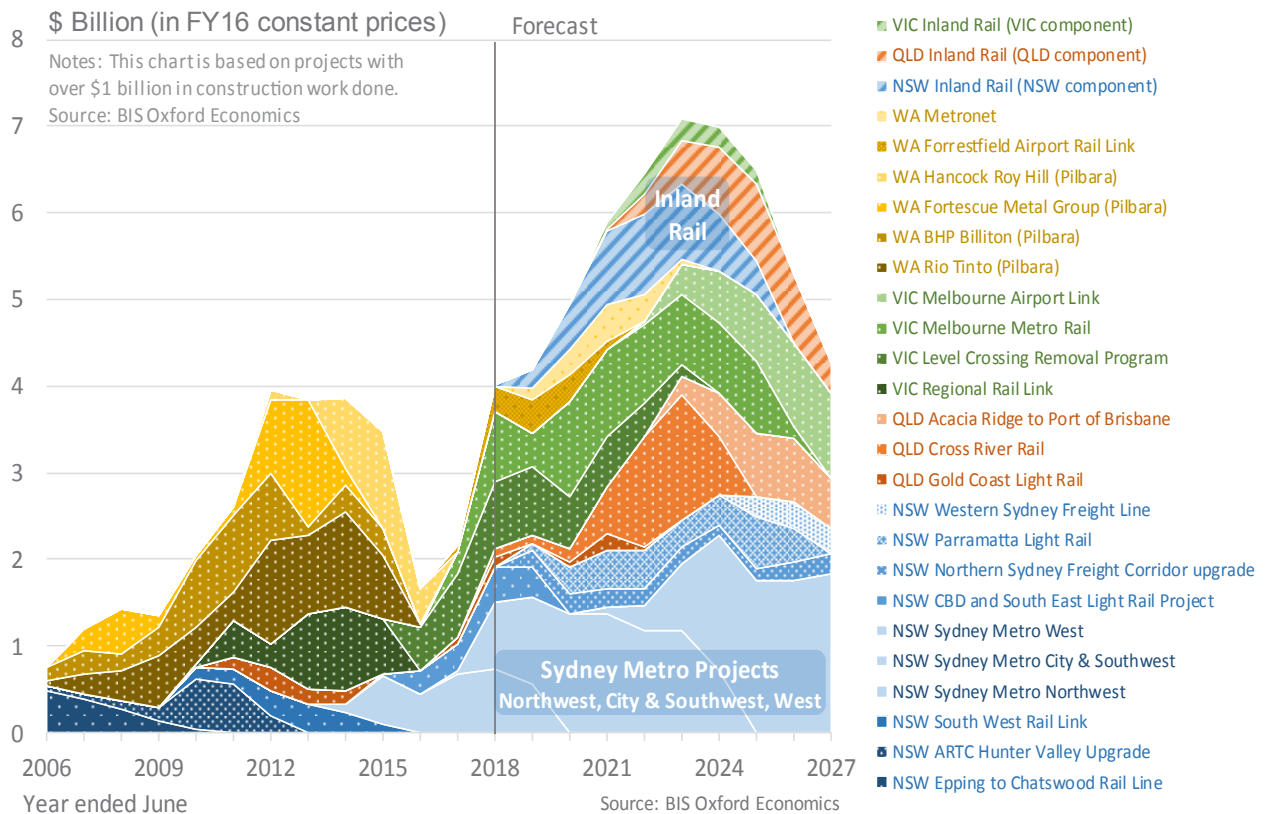
Concurrent infrastructure projects in delivery

A skills capability study by BIS Oxford Economics for the Australasian Railway Association (ARA) made it clear that, “The overwhelming evidence is that there is a fast developing skills crisis in the Australasian rail industry”⁸. This is a result of massive investment and growth as well as an ageing current workforce and the impacts of new digital technologies. This crisis is national and applies to operations and maintenance as well as construction and manufacturing staff.

An idea of the scale of the rail investment pipeline can be seen in this graphic from the report⁹:

This translates into these levels of shortfalls in rail construction and manufacturing staff in NSW¹⁰:

Figure 3.1 Sydney Metro BIS Skills and Jobs Forecast report

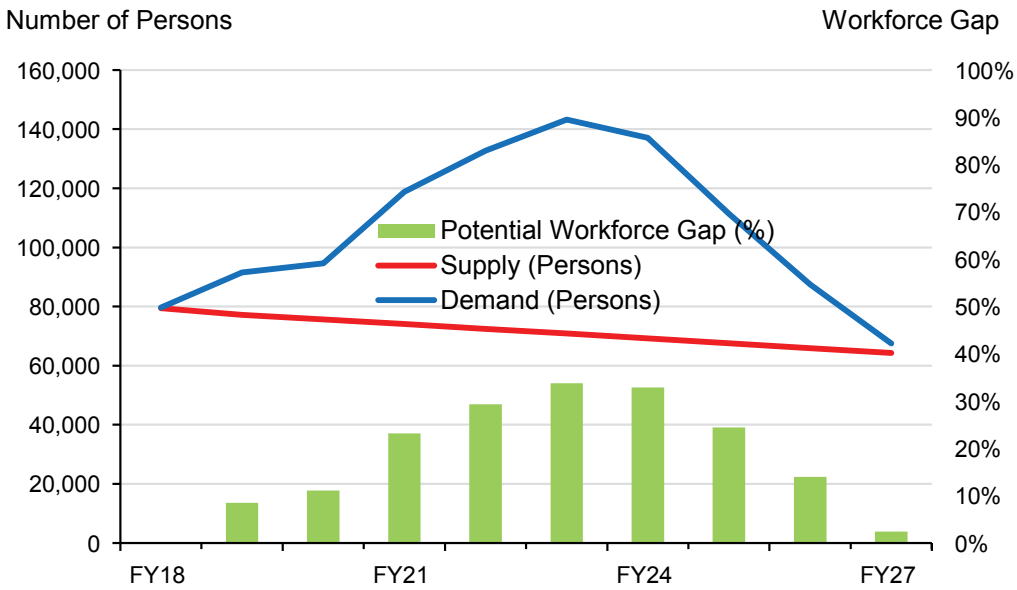


8 Australasian Railway Association, Skills Capability Study: skills crisis: a call to action. BIS Oxford Economics for ARA, 2018, p.2

9 Ibid, p.13

10 Ibid, p.20

Figure 3.2: NSW Rail Workforce Gaps – construction and manufacturing



Source: BIS Oxford Economics

The ARA report indicates for NSW, “From an estimate of 18,300 construction and manufacturing employees in FY18, labour demand is expected to rise sharply to 45,700 employees by FY24 as rapidly increasing rail activity more than offsets labour productivity (1.5 per cent per annum). However, by FY27 labour demand is expected to fall back in line with weakening rail construction activity”¹¹.

Sydney Metro - Western Sydney Airport thus needs a pipeline of skilled workers to help it build its infrastructure and operate its trains into the future. This issue is compounded by the large number of concurrent infrastructure projects in Sydney and the rest of Australia - not just transport but also hospitals, schools and sports stadiums.

By having a targeted approach through the workforce development program will assist in ensuring a pipeline of workers are readily available to deliver future projects of work.

NSW Department of Education, the Federal Department of Education, Skills and Employment and industry bodies such as the Australian Railway Association regularly monitor skills shortages. These are dynamic and can change with the state of the economy. The very high levels of infrastructure investment in NSW and Australia more broadly are putting great pressure on the types of skills needed by Sydney Metro and our delivery partners. Current identified shortages are identified in Table 2.

¹¹ Ibid, p.21



Sydney Metro Pre-employment program participant.

Table 2: Identified technical skills shortages

Job level	Design and construction phase	Operations phase
Professional	<ul style="list-style-type: none"> • Civil engineer • Surveyor • Systems engineer • Cloud based signalling systems engineer 	<ul style="list-style-type: none"> • Occupational health and safety professionals • Trainer and assessor – including simulator and virtual reality (VR) trainers • Cyber security • Risk and assurance professionals • Big data analysts
Technician	<ul style="list-style-type: none"> • Electrician 	<ul style="list-style-type: none"> • Signalling technician • Train controller • Track maintenance technicians • Remote condition monitoring staff • Customer service staff
Trade	<ul style="list-style-type: none"> • Motor mechanic • Sheet metal trades • Fitter and machinist • Carpenters and joiner • Fibrous plaster • Plumber • Truck driver • Tunnellers 	<ul style="list-style-type: none"> • Mechanical • Fitter and machinist • Truck driver • Maintenance trades

Change – globalisation, digitisation and population growth

Though the NSW economy in which Sydney Metro operates in is growing, it is also subject to considerable change. Sydney Metro in terms of its Workforce Development and Industry Participation plan needs to accommodate the change being brought about through globalisation and the rapid advancement of new digital technologies such as artificial intelligence (AI).

The Australasian Railway Association study on skills capability by BIS Oxford Economics also highlighted these issues. The report concludes, *“a key driving force for future new skills in the rail industry is technological innovation, which can deliver more optimised asset management and operations, offer greater energy efficiency, and can deliver stronger safety outcomes. New technologies, including automation, digitisation and ‘big data’, remote operations and augmented or virtual reality systems have the capacity to change, significantly, the type of skills required by the rail industry. New technologies are likely to constrain demand for ‘hands on’, labour intensive operations and maintenance activities in rail, with new systems favouring less direct intervention through enhanced monitoring, diagnostics and communications which will lead to an uplift in preventative rather than reactive measures, and a focus on digital rather than physical rail infrastructure and learning techniques.”*¹².

Transferable Skills

Reskilling displaced workers impacted by down turning industries provides an opportunity to address skills shortages. The impacts of COVID-19 have seen new job seekers who are job ready and/or trade or university qualified. As of May 2020 through labour market research, it is noted that 84 per cent of new job seekers are job ready with 43 per cent holding a trade or university qualification. Sydney Metro will collaborate across government and with our industry and delivery partners to identify opportunities to utilise reskilling to support the increasing construction demand and drive initiatives that support people impacted by COVID-19.

4.2.2 Implementation plan

Sydney Metro, with industry and government has a collective responsibility to work together to ensure there are sufficient transferable skills available to safely deliver existing and future infrastructure projects.

Both Sydney Metro Northwest and Sydney Metro City & Southwest have a proud record in creating best practice educational and training programs at the operative, trades and technician levels for future and existing workforces. Sydney Metro – Western Sydney Airport will continue to expand existing client led programs which support skills development for the project and explore new partnerships with higher education institutions.

¹² Australasian Railway Association, Skills Capability Study: skills crisis: a call to action. BIS Oxford Economics for ARA, 2018, p 44

Table 3: Workforce skills development initiatives

Objective	Measures of success	Status
Address immediate and future skills shortages locally and nationally through targeted and transferable skills development	<ul style="list-style-type: none"> • Sydney Metro Pre-employment Programs build into educational pathways for apprentices and trainees – building job readiness skills for new entrants 	<ul style="list-style-type: none"> • Outcome established and in delivery
	<ul style="list-style-type: none"> • 20 per cent of the workforce to undertake accredited skills development training • As part of the above, focused skills targets to support existing and emerging skill shortages 	<ul style="list-style-type: none"> • Target established and in delivery
	<ul style="list-style-type: none"> • Tenderers commit to innovative initiatives supporting new and emerging technologies 	<ul style="list-style-type: none"> • Outcome established and in delivery
	<ul style="list-style-type: none"> • Critical skill shortages addressed 	<ul style="list-style-type: none"> • Outcome established and in delivery
	<ul style="list-style-type: none"> • Tenderers commit to initiatives which look to engage those displaced workers from down turning industries 	<ul style="list-style-type: none"> • In development
Respond to changing job roles and increased, higher level skill requirements	<ul style="list-style-type: none"> • VET and Higher Education providers offer industry relevant higher level programs for more advanced skills 	<ul style="list-style-type: none"> • Committed to and in development
	<ul style="list-style-type: none"> • New job roles during the operations phase supporting new skills in Australia 	<ul style="list-style-type: none"> • Committed to and in delivery
Embed long lasting transferable skills including health and safety culture, leadership, team work and promoting continuous improvement	<ul style="list-style-type: none"> • Revised Sydney Metro Industry Curriculum (SMIC) Program – pre-commencement training • Builds transferable skills • Increased safety awareness amongst new entrants 	<ul style="list-style-type: none"> • Outcome established and in delivery



Sydney Metro Pre-employment program participant.

Case study

Sydney Metro Industry Curriculum



Sydney Metro Pre-employment participants.

The Sydney Metro Industry Curriculum (SMIC) commenced in 2017. The program aims to increase workforce capacity and capability by developing transferable skills and competency across industry. The program is mandatory pre-commencement training for the following areas which were identified as critical skill areas:

- Demolition
- Civil construction
- Tunnelling
- Rail
- Heavy haulage
- Leadership

The SMIC program ensures minimum competency requirements must be met prior to commencing work on site, or within a specified timeframe. Competency is evidenced through nationally recognised units. This supports transferability of skills and the workers' ability to pursue further learning pathways. Sydney Metro has taken a risk-based approach in structuring the program, addressing any areas that pose a significant safety risk to the project or areas with critical skill gaps. Currently, 59 per cent of the workforce who have completed the SMIC training declared that they had not held any previous qualifications. Key outcomes to date include:

- Over 15,900 units of competence delivered through SMIC
- Over 4,838 participants have successfully completed the program. Of those participants:
 - 59 per cent held no prior qualifications
 - 8 per cent required literacy and numeracy support
 - 33 per cent required English language support
 - 8 per cent had not completed year 10.

4.3 Priority 3: Diversity and inclusion

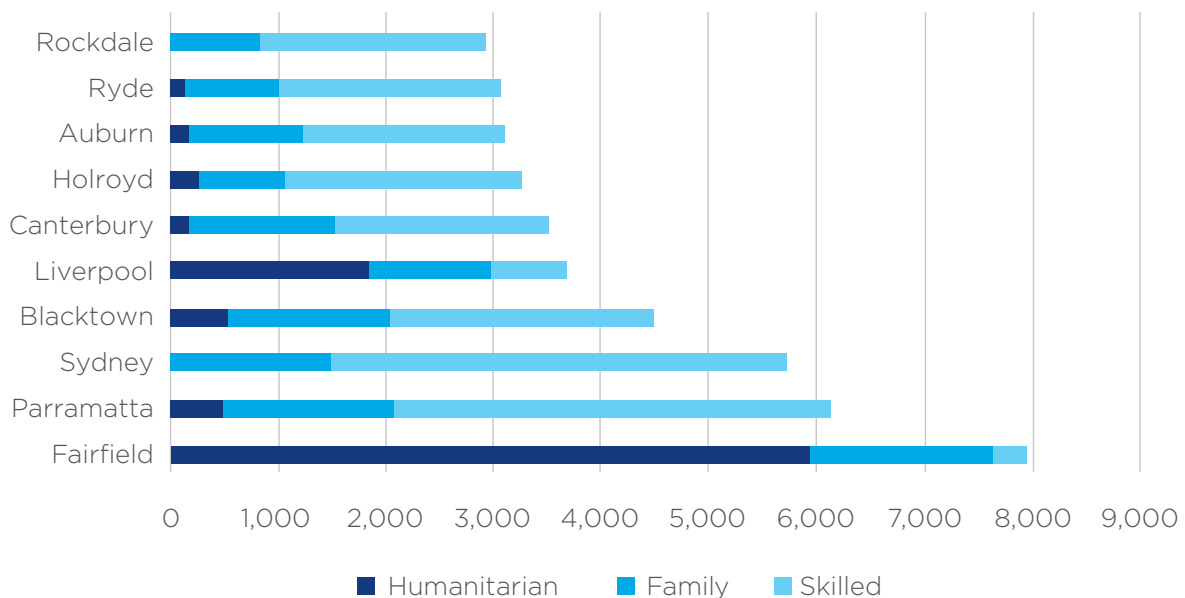
Objectives

- Increase participation of Culturally and Linguistically Diverse (CALD) people
- Increase participation of Aboriginal and Torres Strait Islander peoples
- Increase female representation in non-traditional trades and leadership
- Target long term unemployed and underemployed
- Target Refugees
- Target Returned Servicemen.

4.3.1 Context

The groups of people identified here have below average outcomes in the labour market. Sydney Metro recognised the positive impact that the projects could make by proactively supporting local employment along the alignment and under-represented groups with our delivery partners. The targeted diversity groups were identified based on a reflection of the socio-economic groups along the alignment and wider government priorities. The relative size of some of these groups does vary significantly by Local Government Area (LGA) within the broader catchment region. In Fairfield City, for example, the Aboriginal and Torres Strait Islander population is only 0.7 per cent of the total population compared to a Greater Western Sydney average of 1.8 per cent. In contrast in Penrith City, Aboriginal and Torres Straits Islanders represent 3.9 per cent of the total population. The reverse trend is true for people of Vietnamese origin. In Penrith they represent 0.3 per cent of the local population whereas in Fairfield City people of Vietnamese origin represent 19.9 per cent of the population. The Greater Sydney average for this group is 2.2 per cent¹³.

Figure 4.1: Top 10 NSW Settlement Locations



¹³ .id the population experts. (2019). Demographic resources |.id the population experts. [online] Available at: <https://home.id.com.au/demographic-resources/> [Accessed 4 Jun. 2019].



Sydney Metro Pre-employment program participant.

Aboriginal participation

The Australian and NSW governments will work to adopt Indigenous, social and local employment and procurement targets in construction projects, including a 2.4 per cent indigenous employment target¹⁴. Sydney Metro – Western Sydney Airport can provide significant opportunity and outcomes for Aboriginal businesses and communities. Sydney Metro – Western Sydney Airport aims to develop a diverse and inclusive workforce and supply chain by increasing Aboriginal participation and enhancing skills development through targeted programs that develop both specific technical and generic transferable skills. Having a targeted and focused approach to Aboriginal participation will result in a lasting legacy of more skills for individuals and greater capability and capacity for Aboriginal Peoples and Aboriginal businesses to respond to these opportunities.

For further information please refer to the Sydney Metro – Western Sydney Airport Aboriginal Participation Plan, which supports wider government policies and the Workforce Development and Industry Participation Plan.

Culturally and Linguistically Diverse (CALD)

In the area covered by the Western Sydney Regional Organisation of Councils (WSROC) 45 per cent of people speak a language other than English at home, with the most common languages spoken being Arabic, Vietnamese, Mandarin, Cantonese, Italian, Maltese, Hindi and Tagalog. CALD is a collective term but individuals within the CALD classification have very varied backgrounds, needs and priorities. Given the size of the population in Greater Western Sydney, Sydney Metro encourages our contractors to ensure a culturally inclusive workplace and identify opportunities to support CALD people into the workforce.

Refugees and asylum seekers

There are over 3,500 refugees and asylum seekers¹⁵ who live in the Sydney Metro – Western Sydney Airport potential catchment area. The Multicultural NSW Community Relations Report 2016-2017 reports that the vast majority of humanitarian settlements are in Fairfield with only Liverpool having other settlements of some significance¹⁶.

¹⁴ Western Sydney City Deal

¹⁵ Refugee Council of Australia (website) *Statistics on people seeking asylum in the community*, RCA, 2018. Viewed on 20 June 2018. Available at: <https://www.refugeecouncil.org.au/getfacts/statistics/aust/asylum-community/>

¹⁶ Multicultural NSW Community Relations Report 2016-2017, Parramatta, Multicultural NSW, p7 Viewed on 29 January 2019. Available at: <https://www.parliament.nsw.gov.au/lc/papers/DBAssets/taledpaper/WebAttachments/73019/Multicultural%20NSW%20Community%20Relations%20Report%202016-17.pdf>

The NSW Government currently has a Refugee Employment Support Program (RESP) which is a four-year \$22 million initiative by the NSW Government, managed by the NSW Department of Industry. RESP addresses the challenges that are experienced by refugees and asylum seekers in finding long term skilled employment opportunities. The RESP will assist up to 6,000 refugees and 1,000 asylum seekers across Western Sydney and Illawarra, the areas where a majority of the refugees settle in NSW¹⁷. RESP has found that for refugees and asylum seekers in its program who hold post school qualifications and skills the top five fields of study include engineering and technology as well as trades and services which will be potentially useful to Sydney Metro and its contractors. However in the broader refugee and asylum seeker community only around 17 per cent hold formal tertiary qualifications, though many accept work below their existing skill levels¹⁸. Sydney Metro will work with wider government and encourage our contracting partners to identify employment pathways on the project.

Unemployed and underemployed young people

COVID-19 has resulted in significant impacts to the labour market with a substantial increase in underemployment and long term unemployed across multiple industries. According to Department of Education, Skills and Employment the unemployment rate rose from 5.2 per cent in March 2020 to 7.1 per cent in May 2020. The impact of COVID-19 on young people has been unprecedented. Youth employment decreased by 102,900 in May, following on from a record decrease of 226,200 in April. Young people accounted for around 45 per cent of the total decline in employment in May, despite comprising just 16 per cent of the population¹⁹. Unfortunately some LGAs within areas of Greater Western Sydney have seen a doubling of the number of unemployed and job active case load. In the Penrith LGA, the job active caseload has increased by 134 per cent as of May 2020.

Underemployment, where young people want to work more hours, is often higher than unemployment. As of May 2020, the underemployment rate has significantly increased to 13.1 per cent with 503,500 more people underemployed.

The infrastructure pipeline has a significant role to play in driving employment numbers and increasing overall participation. Sydney Metro will continue to support long term unemployed people onto the project through pre-employment programs and other targeted initiatives. To date over 800 previously long term unemployed people have worked on Sydney Metro projects.

Non-traditional employment for women

Traditional male dominated trades in the construction industries pay considerably more than traditional female occupations. In the construction industry only 12 per cent of the total employment is female²⁰, a low rate which is common in the rail industry. Males make up nearly 90 per cent of trade apprenticeship commencements in NSW. From 2014 to 2018, though male trade apprentices commencements marginally increased from 19,820 to 20,650, female trade apprentices commencements actually declined over the same period from 2,930 to 2,510²¹. To support this imbalance, the Infrastructure NSW (INSW) ten point commitment to construction requires all major construction projects to have targets related to doubling the number of women in trade related work. Sydney Metro is currently a demonstration pilot as part of the NSW Infrastructure Skills Legacy program and as part of its approach will have mechanisms in place to support an increase in women in non-traditional occupations.

Returned service men and women

From around 1990 nearly 300,000 men and women have served in the Australian Defence Force. Many participated in war zones such as Iraq and Afghanistan. Others participated in peace keeping missions in areas as diverse as East Timor, Bougainville, Cambodia, the Solomon Islands, Somalia and Rwanda. As a result, some of these service personnel experienced life-changing physical injuries whilst others were impacted mentally. Given the number of military bases in Western Sydney, many of these veterans still live in the area. Whilst serving they received technical training with potential transferable skills suitable for infrastructure projects. Sydney Metro will encourage our delivery partners to work with veteran's organisations to identify suitable employment opportunities on the project.

¹⁷ https://www.training.nsw.gov.au/programs_services/funded_other/resp/index.html

¹⁸ Centre for Policy Development. Settling better report: reforming refugee employment and settlement services, CPD, 2017. Viewed on 20 May 2019 <https://publicimpact.blob.core.windows.net/production/2017/02/Settling-Better.pdf> National Skills Commission - A snapshot in time The Australian labour market and COVID-19 July 2020

¹⁹ National Skills Commission - A snapshot in time The Australian labour market and COVID-19 July 2020

²⁰ Australian Government Workplace Gender Equality Agency. Gender composition of the workplace: by industry, Canberra, Australian Government, 2016

²¹ NCVET, 2018, Apprentices and trainees 2018: June quarter - data slicer. Viewed on 4 February 2019. <https://www.ncver.edu.au/research-and-statistics/data/all-data/apprentices-and-trainees-2018-june-quarter-data-slicer>

4.3.2 Implementation plan

Since 2013, Sydney Metro has worked closely with industry and government to deliver programs and embed targets to increase diversity and inclusion on Sydney Metro projects. Sydney Metro will continue to set targets and deliver these programs for Sydney Metro – Western Sydney Airport and work with other infrastructure projects in the area to ensure a coordinated approach to employment is developed.

Table 4: Diversity and inclusion implementation plan

Objective	Measures of success	Status
Increase participation of Culturally and Linguistically Diverse (CALD) people	<ul style="list-style-type: none"> Sydney Metro Industry Curriculum supports CALD groups in high risk disciplines prior to working on Sydney Metro Tenderers commit to initiatives that support CALD people into employment Sydney Metro Safety standard in place providing assurance for a safe working environment for all workers 	<ul style="list-style-type: none"> Outcome established and in delivery Industry led
Increase participation of Aboriginal and Torres Strait Islander peoples	<ul style="list-style-type: none"> 2.5 per cent of the workforce to be Aboriginal peoples Minimum number of recognised Aboriginal businesses in the supply chain Tenderers commit to initiatives which support the retention and development of Aboriginal peoples in employment 	<ul style="list-style-type: none"> Target established and in delivery Target established and in delivery Industry led
Increase female representation in non-traditional trades and leadership	<ul style="list-style-type: none"> Per cent of the Workforce to be females in non-traditional trades (per cent will vary to suit the scope of works) Tenderers commit to initiatives which support women into non-traditional trades and women in senior leadership 	<ul style="list-style-type: none"> Target established and in delivery Committed to and in development Industry led
Target long term unemployed and underemployed	<ul style="list-style-type: none"> Pre-employment programs to support those with barriers into sustainable employment 	<ul style="list-style-type: none"> Outcome established and in delivery
Target Refugees and Asylum Seekers	<ul style="list-style-type: none"> Contractors commit to initiatives to support Refugees and Asylum Seekers into employment 	<ul style="list-style-type: none"> Industry led
Returned service men and women	<ul style="list-style-type: none"> Contractors commit to bid back initiatives to support returned serviceman into employment 	<ul style="list-style-type: none"> Industry led



Sydney Metro Pre-employment program participants.

Case study

The Level Crossing Removal Authority (LXRA) – Training for the future

The Level Crossing Removal Project (LXRP) was established by the Victorian Government to oversee the largest rail infrastructure project in the state's history. Central to the project is the elimination of 75 level crossings across metropolitan Melbourne by 2025, in addition to upgrading or constructing more than 27 train stations, laying many kilometres of new track and making associated rail improvements.

The Level Crossing Removal Authority's targeted GROW, GEN8 & GEN44 Training for the Future programs is designed to build a diverse pipeline of graduates ready for careers in rail and transport industry, which supports the Victorian Government's Training for the Future skills and industry capability development initiative.

They offer people from marginalised backgrounds, including refugees and asylum seekers, the skills and qualifications they need to gain employment in the Victorian rail industry.

GEN44 is designed to build a diverse pipeline of graduates ready for careers in rail and transport, through the partnerships with project alliances, joint ventures and training for the future partners, GEN44 aims to provide 44 rail-focused internships each year to university students from marginalised or disadvantaged backgrounds, including those who:

- are Aboriginal or Torres Strait Islander people
- are from low socio-economic backgrounds
- have a disability
- are refugees/asylum seekers

The aim is for women to make up 50 per cent of the total intern intake.

The GEN 8, GEN 44 and GROW programs were established in late 2017. In this short time, a third of GROW participants and 62 per cent of GEN44 interns have come from refugee and/or asylum seeker backgrounds. In its first 10 months, 15 interns completed the GEN8 program and 23 GROW participants have secured employment.



An artist's impression of Airport Terminal Station.

4.4 Priority 4: Inspiring future talent and developing capacity

Objectives

- Engage young people from all educational sectors
- Collaborate with higher and VET educational institutions to provide opportunities in STEM related careers
- Support vocational career development through apprenticeships and traineeships.

4.4.1 Building a sustainable pipeline

In Western Sydney, the ageing population is marginally less and the diversity more so²². As 53 per cent of the Rail workforce is aged over 45, the challenges presented by an ageing workforce are likely to persist long-term within the industry. Furthermore, the challenges faced are compounded by the impact of other health-related conditions which can be associated with ageing and other lifestyle factors²³. These factors justify the need for the industry and wider government to inspire and attract young people into the industry to ensure a sustainable pipeline of the future. In consideration of this, Sydney Metro and its partners develop initiatives to support young people as well as other groups to consider related career pathways.

Young people in Western and South Western Sydney not in employment, education or training (NEET)

Rates of young people aged 15-19 not engaged in employment, education or training are higher in areas of Western and South Western Sydney like Mount Druitt and Fairfield than in Greater Sydney²⁴. This means many have not completed year 12 which is a key indicator of future success in the labour market²⁵. Sydney Metro wants to help address this issue through supporting programs such as those run by organisations such as Fusion Youth, Ladder, Inspiring the Future Australia and Engineers

Australia that will inspire young people to remain in education and consider a career in transport and infrastructure.

These programs include mentoring initiatives, alternative high schools, intensive VET programs and science, technology, engineering and mathematics (STEM) workshops. In many cases these initiatives should begin in primary school.

Apprentices and traineeships

Apprenticeships are particularly important to Sydney Metro and are a key priority to the NSW Government in supporting continued growth of the economy. National trends show a decline in the take up and completion of apprenticeships and traineeships overall, and a move away from vocational education and training to higher education. However analysis of the data shows the declines are far more marked in non-trade traineeships in occupations such as sales worker. Apprenticeships in traditionally male, trade occupations including construction and engineering are showing increases although not enough to eliminate all potential skill shortages^{26 27}.

National Centre for Vocational Education Research (NCVER) data for the twelve months ending 30 September 2018 showed that trade apprenticeship enrolments increased by 2,245 or 3.1 per cent across Australia²⁸. The reason for these changes can be in some part attributed to the construction and infrastructure booms and changes in Australian government policy which led to declines in government subsidies for non-trade enrolments. Though these figures indicate more trade apprentices started apprenticeships, apprenticeship completion rates have recently marginally fallen.

For trade apprentices due to complete in 2017, the completion rate had fallen to 47.1 per cent from 48.5 per cent in the previous year²⁹. These figures relate to the trade apprentices' initial contract of training. If an adjustment is made for apprentices who move employers and have more than one contract of training the overall completion rate rises to 58.5 per cent in 2017, which is still marginally less than the 59.6 per cent of the previous year.

22 McCrindle (website), 2016 Census shows a growing, ageing, and more culturally diverse Australia, Baulkham Hills, 2018. Viewed on 4 August 2018. Available at: <https://mccrindle.com.au/insights/blog/2016-census-shows-growing-ageing-culturally-diverse-australia/>
Robertson, Shanthi and Aquino, Kristine, Blaming migrants won't solve Western Sydney's growing pains, The Conversation (website viewed on 4 August 2018) Available at: <https://theconversation.com/blaming-migrants-wont-solve-western-sydneys-growing-pains-77403>

23 Australian Industry Standards Rail Skills Forecast 2018

24 O'Neill, P, 2017, Youth Unemployment in Western Sydney, Centre for Western Sydney, P34. Viewed on 23 January 2019 https://www.westernsydney.edu.au/_data/assets/pdf_file/0010/1269064/YA_unemployment_fnl_V6.1.pdf

25 Australian Institute of Health and Welfare 2017. Australia's welfare 2017. Australia's welfare series no. 13, AUS 214. Canberra: AIHW. Available at: <https://www.aihw.gov.au/getmedia/9e8a7231-f19e-474b-9ebb-ce41e8df39c6/aihw-australias-welfare-2017-chapter3-1.pdf.aspx>

26 NCVER, Apprentices and trainees 2018 - June quarter infographic, Adelaide, NCVER, 2018 Viewed on 22 Jan 2019 <https://www.ncver.edu.au/research-and-statistics/data/all-data/apprentices-and-trainees-2018-june-quarter-data-slicer>

27 NSW Dept of Industry - A Review of Apprenticeships and Traineeships in New South Wales Consultation Paper - July 2016

28 NCVER, Apprentices and trainees 2018: September quarter - Australia, Statistical report, 5 March 2019 Viewed on 1 May 2019 <https://www.ncver.edu.au/research-and-statistics/publications/all-publications/apprentices-and-trainees-2018-september-quarter-australia>

29 NCVER, Australian vocational education and training statistics, Completion and attrition rates for apprentices and trainees 2017. Viewed on 3 May 2019 <https://www.ncver.edu.au/research-and-statistics/publications/all-publications/completion-and-attrition-rates-for-apprentices-and-trainees-2017>

This shows the importance of facilitating, where necessary, apprentices moving between employers to allow them to complete their apprenticeships. Completion rates are also positively impacted by appropriate mentoring and peer support. Sydney Metro in conjunction with delivery partners will deploy strategies with its contractors to support mentoring and retention to maximise completion rates.

Sydney Metro – Western Sydney Airport is also keen to follow developments in the UK where higher level apprenticeships offer opportunities beyond trades into professional careers and where the off-the-job credential can be a degree³⁰. Such apprenticeships can provide an aspirational pathway for students from a wide variety of backgrounds where they can study for a degree and get paid work at the same time. They also address changing skill needs in the economy where higher level technical and generic skills are becoming increasingly important as work becomes more automated and complex.

Promoting science, technology, engineering, arts and maths

Increasingly jobs today across the economy require people to have good numeracy and quantitative skills. Chief Executive of the Australian Industry Group, Innes Willox, noted that “STEM skills are

essential for the future economic and social well-being of the nation with an estimated 75 per cent of the fastest growing occupations requiring STEM skills and knowledge. Despite this, enrolments and the number of graduates with STEM qualifications continue to decline. This is a major concern for industry”³¹. This is also a major concern for Sydney Metro projects which require skills from design engineer to ICT professional to the skills needed for the operator of the railway. Sydney Metro in its cross sector education and training programs will seek to further the STEAM disciplines to help address this.

4.4.2 Implementation plan

Sydney Metro recognises the increased activity across industry to support and inspire future talent into the industry. Sydney Metro wishes to support our contractors with existing successful initiatives, ensure minimum targets and percentages and also pilot new approaches such as the higher apprenticeship model to further drive this priority.

To support these programs and targets, Sydney Metro recognises the importance of also ensuring the right level of mentoring is provided to support completion and retention.

Table 5: Inspiring future talent and developing capacity initiatives

Objective	Measures of success	Status
Engage young people from all educational sectors	Targets set with minimum numbers of graduates and work experience placements	<ul style="list-style-type: none"> Target established and in delivery
	Mandatory bid backs initiatives committed to that support inspiring future talent objectives	<ul style="list-style-type: none"> Outcome established and in delivery Industry led
	School based apprenticeships will be encouraged where appropriate	<ul style="list-style-type: none"> Outcome established and in delivery Industry led
Support vocational career development through apprenticeships and traineeships	20 per cent of the Trade Workforce to be Apprentices	<ul style="list-style-type: none"> Target established and in delivery
	10 per cent of the Workforce to be in Traineeships where traineeship qualifications are available	<ul style="list-style-type: none"> Target established and in delivery
	Sydney Metro Apprentice and Trainee Program	<ul style="list-style-type: none"> Outcome established and in delivery
	Mandatory bid backs initiatives committed to that support retention and completion rates	<ul style="list-style-type: none"> Committed to and in development
Collaborate with higher and VET educational institutions to provide opportunities in STEAM related careers	Mandatory bid backs initiatives committed to which could include educational partnerships to promote STEAM related careers and partnerships with local schools	<ul style="list-style-type: none"> Outcome established and in delivery Industry led
	Pilot Higher Apprenticeships with delivery partners	<ul style="list-style-type: none"> Committed to and in development
	Sydney Metro Careers Program	<ul style="list-style-type: none"> Committed to and in development

³⁰ NCVET VOCED plus website, Focus on higher level apprenticeship pathways, Adelaide, NCVET, 2018. Viewed on 20 June 2018 <http://www.voced.edu.au/content/focus-higher-level-apprenticeships-pathways>

³¹ Office of the Chief Scientist, Australia’s STEM workforce, a survey of employers, Deloitte Access Economics, Canberra, 2014, p2

5 Benchmarking

Throughout the development of the approach to new projects, Sydney Metro considers lessons learnt from previous projects as well as what has worked successfully to date.

Sydney Metro has had a range of successes during the delivery of Sydney Metro Northwest and Sydney Metro City & Southwest. New approaches in workforce development and industry participation achieved on Sydney Metro are being translated across industries, influencing policy and applied elsewhere. Key Successes include but are not limited to:

- Sydney Metro Pre-employment programs supporting long term unemployed into sustainable employment with an 82 per cent job conversion rate.
- Establishment of the Skills and Employment Advisory Group (SEAG).
- Winner of the 2015 NSW Premiers Award in category “Making NSW a better place to live”.
- The Sydney Metro Industry Curriculum Program (pre-commencement training) established in 2016 has had over 4500 workers to date with 59 per cent of those participants holding no prior qualifications.
- Engaged over 700 apprentices and trainees on the projects.
- Sydney Metro jobs and industry participation has engaged with 1,011 small to medium enterprises and 11 per cent of the City & Southwest’s small to medium enterprises have been recognised Aboriginal businesses.
- Over 11,200 people have undertaken accredited training supporting upskilling and mitigating skill shortages.

In the development of this plan, Sydney Metro incorporated lessons learnt from other Sydney Metro projects. These include:

- A continued focus on targeted skills development.
- Ensuring workforce development and industry participation objectives are appropriate, achievable and relevant to project scope, industry and government.
- Working collaboratively with industry and government to drive consistent further outcomes.
- Client led programs have seen the best success in delivering outcomes.
- Taking a collaborative approach to deliver client led programs.
- Increasing participation of under-represented groups through Sydney Metro Pre-employment programs and further educational pathways.
- Developing partnerships to support delivery of scalable and sustainable programs.
- Working closely with industry in the delivery of targets and programs.



Sydney Metro Apprentices at Excellence Awards 2019 night.



Sydney Metro Pre-employment program graduate.

5.1 Workforce Development and Industry Participation programs and initiatives

Sydney Metro has established a range of client led programs which support our delivery partners in achieving outcomes for the Sydney Metro Workforce Development and Industry Participation priorities and contractual requirements. Significant outcomes have been achieved to date through existing Sydney Metro projects with an intention to further enhance these programs for Sydney Metro – Western Sydney Airport. Sydney Metro Workforce Development and Industry Participation programs include:

- Sydney Metro Pre-employment Program – a collaborative model providing accredited entry level technical skills and employability training for the long term unemployed and other under-represented groups in the workforce. The program is designed to prepare job ready candidates for entry level opportunities.
- Sydney Metro Apprentice Program.
- Sydney Metro Aboriginal Business Forums.
- Sydney Metro Industry Curriculum Program.
- Sydney Metro Job Brokerage and Careers Program (In Development)

In addition Sydney Metro has established partnerships with government and other related bodies who have support mechanisms and resources available for skills development, supporting under-represented groups through employment and small business participation. Further information on Sydney Metro programs and other available can be found in the Sydney Metro Program Tool Kit.

6 Next steps

It is expected that this plan will undergo further refinements through the development of Sydney Metro – Western Sydney Airport.

Next steps include:

- Continue to consult and collaborate with existing and new stakeholders to seek feedback and obtain resources to support the delivery of this plan.
- Continue capturing lessons learnt through the delivery of Sydney Metro City & Southwest and incorporate these into the plan.
- Undertake a skills and jobs forecast to understand the skills required and potential skill shortages during delivery.
- Foster new partnerships with organisations with a mutual interest in our priorities and objectives.
- Determine an implementation plan to support the delivery of the plan.
- Review existing and potential initiatives and programs to support the plan.
- Continue working with the Western Sydney City Deal Office and Western Sydney Airport on coordinated approaches to deliver outcomes related to small business participation, diversity, skills and apprenticeships.
- Identify opportunities for collaboration with Sydney Metro West.



Sydney Metro Pre-employment program participant.



Sydney Metro Pre-employment program participants.

Appendices

Appendix A Western Sydney City Deal Commitments and Sydney Metro

Western Sydney City Deal Goals	
Jobs for the future	Sydney Metro Workforce Development and Industry Participation actions:
<p>J9: Indigenous Business Hub</p> <p>The Australian Government has established an Indigenous Business Hub to provide immediate access whilst a permanent location is secured in Western Sydney. The hub will deliver coordinated business support services to support a thriving Indigenous business sector.</p>	<p>Sydney Metro is keen to work with the Australian Government to utilise the Indigenous Business Hub to further support our approach to increased recognised Aboriginal business participation in the supply chain and refer businesses to existing programs that support business capacity.</p> <p>In addition Sydney Metro will continue to promote awareness of the Bert Evans scholarships where several apprentices on previous Sydney Metro apprenticeships have been successful.</p>
<p>Indigenous small business and skills package:</p> <p>The NSW Government will deliver an Indigenous small business and skills package across the Western Parkland City, including a new Opportunity Hub in Liverpool and an expansion of the Opportunity Hub in Campbelltown to help connect Indigenous school leavers with jobs; an Indigenous Business Connect Program to support Indigenous people to start or grow a business; 50 additional Bert Evans scholarships and mentoring support for young people; and a dedicated Aboriginal Enterprise Development Officer Program</p>	
<p>Indigenous social and local participation targets:</p> <p>The Australian and NSW Governments will work to adopt Indigenous, social and local employment and procurement targets in construction projects, including a 2.4 per cent indigenous employment target and a 3 per cent Indigenous procurement target for construction</p>	<p>Sydney Metro will work with the Western Sydney City Deal office to understand and refine these targets for the Sydney Metro project. Since 2016, Sydney Metro has adopted a 2.5 per cent target for Aboriginal Peoples in the workforce as well as minimum numbers of Aboriginal businesses in the supply chain.</p>



An artist's impression of Airport Business Park Station.

Western Sydney City Deal Goals

Skills and education

Related Sydney Metro WDIP strategies and actions

STEM university:

The NSW Government will call for proposals from leading global universities and industry to form part of an integrated Aerospace Institute in the Aerotropolis

Sydney Metro targets working with higher education providers as it moves into advanced apprenticeships and other professional occupation education and training programs as outlined in its WFDIP strategy.

VET facility in the Aerotropolis:

The NSW Government will establish a permanent VET facility in the Aerotropolis with a focus on construction, aviation and aeronautical-related engineering to support residents of the Western Parkland City to access jobs of the future.

This VET facility will directly support Sydney Metro and our partners in delivering accredited skills development training to the workforce

New public high school focused on the aerospace and aviation industries:

The NSW Government will build a new public high school in the Aerotropolis with vocational links to Western Sydney International and the aerospace and aviation industries, preparing students for future job opportunities

This facility will support the WFDIP's strategies to inspire future talent to consider STEM, transport and infrastructure related careers.



An artist's impression of Aerotropolis Station.

Appendix B

Government plans, priorities and policies

Government plans, priorities and policies	Relationship to Sydney Metro – Western Sydney Airport
<p>Premier's Priorities: Boosting apprenticeships Increase the proportion of people completing apprenticeships and traineeships to 65 per cent by 2019</p>	<p>Sydney Metro has minimum apprentices and trainees targets across the project. As part of these targets apprentices and trainees must be working for a minimum length of time ensuring high quality work experience and encouraging successful completions.</p> <p>Sydney Metro also has a Sydney Metro Apprentice program to support increased diversity and completion rates across the project.</p>
<p>INSW – NSW Government Action Plan: A ten point commitment to the construction sector</p>	<p>The NSW Government Construction Leadership Group (CLG), led by Infrastructure NSW has developed the <i>NSW Government Action Plan: A ten point commitment to the construction sector</i>. Part of the focus of this action looks for cross infrastructure collaboration to develop skills, capability, capacity and greater diversity in the construction workforce and its supply chain.</p> <p>The Sydney Metro Workforce Development and Industry Participation Plan respond to points 9 and 10. Sydney Metro actively participates in strategic advisory groups which support the commitment of this plan.</p>
<p>Infrastructure Skills Legacy Program</p>	<p>The Infrastructure Skills Legacy Program (ISLP) will capitalise on the NSW Government's record levels of infrastructure investment to boost the number of skilled construction workers and create fresh pathways to employment across the state.</p> <p>Sydney Metro City & Southwest has been a demonstration pilot for the program since 2016. To date over 3400 workers have achieved accredited training outcomes. Of those 3400 workers, 55 per cent of the participants held no prior qualifications. Sydney Metro will continue working collaboratively with NSW Dept. of Industry as part of our approach for Sydney Metro Western Sydney Airport.</p>
<p>PBD 2020-03: Skills, training and diversity in construction</p>	<p>The NSW Government Action Plan: A ten point commitment to the construction sector requires all agencies to demonstrate a commitment to meet skills and diversity targets for the engagement of apprentices, learning workers, young people under 25 years, women and Aboriginal and Torres Strait Islander people on major construction projects. Agencies may also consider additional skills and diversity targets that reflect local demographic profiles.</p>
<p>Australian Jobs Act</p>	<p>Under the Jobs Act, Australian Industry Participation (AIP) plans are required for major projects with capital expenditure of \$500 million or more. AIP plans provide detail on the expected opportunities to supply goods and/or services to the project; how these opportunities will be communicated to potential suppliers; and how Australian businesses will be assisted in longer-term participation, including encouraging capability development and integration into global supply chains.</p> <p>Sydney Metro will develop a Sydney Metro – Western Sydney Airport Australian Industry Participation plan which will be made available to tenderers.</p>
<p>Aboriginal Participation in Construction (2018) is superseded by Aboriginal Procurement Policy (2021)</p>	<p>The Aboriginal Participation in Construction Policy (APiC) is a whole-of-government procurement policy creating opportunities for Aboriginal owned businesses and supporting Aboriginal employment and training through the NSW Government construction supply chain. Sydney Metro has incorporated this policy into Workforce Development and Industry Participation requirements since 2016.</p> <p>The APiC policy supports the aims of the NSW Government's Plan for Aboriginal Affairs, OCHRE (Opportunity, Choice, Healing, Responsibility and Empowerment). It fosters the growth of the first economy and contributes to increased prosperity for NSW's Aboriginal community through business and employment opportunities.</p>

Government plans, priorities and policies	Relationship to Sydney Metro – Western Sydney Airport
<p>Western Sydney City Deal</p>	<p>The Western Sydney City Deal is a partnership between the Australian Government, NSW Government, and local governments of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly. The Deal's objectives include creating over 200,000 jobs, improving education and skills as well as economic, social and environmental development through better transport links and building the new Airport and Aerotropolis business, research and education centre. This Centre will include both an Aerospace and an Aerotropolis Institute. These Institutes are in addition to the TAFE Skills Exchange which will train and upskill construction workers during the construction phase. This Sydney Metro – Western Sydney Airport WFDIP plan is closely aligned to and supportive of these objectives. Further information on how Sydney Metro aligns with these goals can be found in Appendix A.</p>
<p>Future Transport 2056</p>	<p>Future Transport 2056 is an update of NSW's Long Term Transport Master Plan. It is a suite of strategies and plans for transport developed in concert with the Greater Sydney Commission's Sydney Region Plan, Infrastructure NSW's State Infrastructure Strategy, and the Department of Planning and Environment's regional plans, to provide an integrated vision for the state.</p>
<p>Department of Jobs and Small Business Grant</p>	<p>In July 2017 the Australian and NSW Governments opened the Infrastructure Skills Centres. The NSW Government invested \$4.97 million of the total cost of approximately \$6 million through TAFE NSW with a capital grant from the Australian Government of \$950,000.</p> <p>Through this partnership and Centre, Sydney Metro has committed to skills development training for the workforce and supports the delivery of pre-employment programs through our delivery partners.</p>



An artist's impression of Orchard Hills Station.

Appendix C Community analysis

This section highlights the key socio-economic opportunities for the Sydney Metro – Western Sydney Airport station precinct areas based on a data analysis exercise that was undertaken using 2011 and 2016 census data. The darker orange the square, greater the opportunity that exists when compared with the Greater Sydney average and Sydney Metro – Western Sydney Airport alignment average.

The community analysis at SA2 level around the station precincts of Sydney Metro – Western Sydney Airport provide a robust and more granular understanding of the community profiles. Particularly in relation to vulnerable populations that exists along the alignment. This section highlights some of the key socio-economic opportunities from the construction and development of the Sydney Metro – Western Sydney Airport. The ABS General Community Profiles of Local Authority Areas around the station precincts of Sydney Metro – Western

Sydney Airport are based on 2016 census data. They provide a robust and granular understanding of the localities, particularly in relation to vulnerable populations that exist along the alignment.

Key findings include:

- In Fairfield, the local authority closest to the airport, 54 per cent of residents were born overseas though 81 per cent are now Australian citizens. It has the highest settlement rates in Sydney for refugees. Over 70 per cent of residents speak a language other than English at home. The median age is 37 so there are great opportunities to promote inclusion and connectivity. In Fairfield personal and family incomes are quite low by Sydney standards which also reflect fairly low levels of post school qualifications. Construction of the airport and connecting Metro provides both employment and skilling opportunities to help address these disadvantages.

Table: Sydney Metro – Western Sydney Airport SA2 community analysis

Station			Bringelly
SA3 area	Greater Sydney	Total for the 3 areas	Bringelly – Green Valley
Age groups	More 20-45s		More young people, less over 55s
Born overseas	36%	27%	37%
Country of birth (other than Aus)	China, England, India, New Zealand, Vietnam		Iraq, Vietnam, Fiji, Lebanon
Speaks other language at home	36%	28.3%	49%
Language other than English spoken at home	Mandarin, Arabic, Cantonese, Vietnamese, Greek		Arabic, Vietnamese, Hindi, Assyrian Neo-Aramaic, Spanish
Religion	25% Catholic, 12% Anglican, 5.3% Islam		35% Catholic, 10% Islam, 7.7% Anglican
Aboriginal population %	1.5%	3.1%	1.7%
Aboriginal population #	70,135	9,189	1,717
No of employing businesses	213033	9,286	3262
Labour force participation rate	62%	55.2%	50%
Aboriginal pop. - labour force participation	61%	62.8%	58%
Unemployment rate	6.0%	6.1%	6.8%
Aboriginal pop. - Unemployment	12%	11.9%	12%
Completed year 12	60%	45.9%	50%
Dep Veteran Affairs Service Pension - 2017		931	277
DVA Income Support Supplement - 2017		310	33
Homeless	18,971	1,331	467

- Both Campbelltown and Penrith have a comparatively high percentage of Aboriginal and Torres Strait Islander residents at 3.8 per cent. Given the economic, social and educational disadvantages experienced by these citizens, the Sydney Metro – Western Sydney Airport project again provides economic and social progression opportunities.
- The population across the catchment is fairly young, at the stage of building careers or families. In Camden, Campbelltown, Liverpool and Fairfield the median age is 34, in Blacktown it is 35 and at Fairfield it is marginally greater at 37 which might reflect a higher migrant population. This median age means individuals and their young families have time to exploit the economic, social, and educational and employment opportunities, Sydney Metro will bring.

- Across Australia the proportion of people working in managerial and professional jobs is around 36 per cent. But in this area, it is as low as 22 per cent in Fairfield, 24 per cent in Campbelltown, 27 per cent in Penrith, 29 per cent in Blacktown and Liverpool and 31 per cent in Camden. The new airport and Sydney Metro will bring opportunities to achieve higher levels of skills and qualifications, both on and off the job, which could help the creation of more managerial and professional level job opportunities.

St Marys Station				
Penrith	St Marys	Blacktown	Mt Druitt	Fairfield
Less over 50s, more under 10	More young adults & children, less over 65			
19%	27%	43%	39%	54%
England, India, Philipines, New Zealand, China	Philipines, New Zealand, England, India, Fiji	India, Philipines, China, New Zealand, Sri Lanka	Philipines, India, New Zealand, Fiji, Pakistan	Vietnam, Iraq, Cambodia, China, Italy
14%	24%	44%	40%	71%
Arabic, Punjabi, Mandarin, Tagalog, Hindi	Arabic, Tagalog, Hindi, Samoan, Croation	Punjabi, Hindi, Tagalog, Arabic, Tamil	Tagalog, Arabic, Hindi, Urdu, Samoan	Vietnamese, Assyrian Neo-Aramaic, Arabic, Cantonese, Khmer
32% Catholic, 20% Anglican	34% Catholic, 15% Anglican, 4% Islam	29% Catholic, 10.7% Hinduism, 10.2% Anglican	23% Catholic, 13% Anglican, 2.6% Islam	23% Catholic, 2.6% Islam, 2.4 Buddhism
3.8%	3.9%	2.1%	4.7%	0.7%
5,368	2,104	2,689	5,118	1,294
4609	1415	4125	2191	6886
56%	63%	62%	57%	51%
66%	64%	55%	52%	56%
5.3%	6.9%	7.3%	9.2%	10.4%
11%	14%	16%	19%	16%
44%	42%	56%	49%	48%
475	179	345	268	1,960
199	78	141	106	95
603	261	791	614	2003

