



# The Barangaroo Skills Exchange

A CASE STUDY





**bsx**  
barangaroo skills exchange



**Barangaroo**

A partnership between



# About TAFE Western Sydney

WSI provides high quality Vocational Education and Training and innovative Workforce Development Services. More than 130,000 students enrol annually in the Institute's nationally recognised qualifications and customised courses training in programs that range from Statements of Attainment through to Advanced Diplomas, Graduate Certificates and Degree programs.

WSI aims to enhance employment and further study opportunities for individuals and to improve the capability, productivity and sustainability of enterprises. Our 'Customer First' focus extends to training provided at our colleges, in workplaces and on worksites, at community facilities as well as in geographically remote locations through our distance and online education capabilities (OTEN). Customised education and training solutions, underpinned by extensive analysis, research and design, are developed in collaboration with our enterprise, community and educational partners. We work closely with government organisations and private enterprises to build enterprise and community capacity through vocational skills development programs.

Through the **Australian Workforce Development Solutions Unit** (a WSI business Unit), products and services are customised to suit specific industry and employer needs. As part of our commitment to building economic growth, WSI offers enterprises a range of services. These include enterprise health checks; fast tracking employee training through recognition of prior learning; recognising current skills competencies; designing and developing innovative customised training programs mapped against national qualifications or skills sets; delivering training services onsite in the workplace; designing workplace based projects to holistically assess learning progress.

WSI's reach extends well beyond the geography of Western Sydney. Through our distance education/online training arm, known as the Open Training and Education Network (OTEN), we train more than 90,000 students living all over Australia as well as internationally. Our distance education enrolments via OTEN are not restricted by geography and students can learn at their own place in their own time.

A VET leader in sustainability, we model environmental sustainability principles across our organisation and in our courses. We play a critical regional role in developing and delivering training options for new and emerging jobs in green skills, as well as assisting enterprises to adopt practices that reduce waste, energy use and carbon emissions.

## Organisation Details

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Western Sydney Institute (WSI)

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## Facts at a glance

- 5000+ staff
- 132,000+ enrolments annually
- 7 colleges in 12 locations
- 90.4% student satisfaction rating\*

\*Source National Centre for Vocational Education Research (NCVER) 2011

*"The proportion of advanced VET Practitioners at WSI is considerably higher than the national level and is to be greatly prized."*

Dr John Mitchell, VET consultant.

# Capability

WSI is uniquely positioned to offer total training solutions to large clients at state, national and international level. As part of the NSW Technical and Further Education Commission (TAFE NSW) --- the largest provider of Vocational Education and Training in the Southern Hemisphere --- WSI is one of 10 Institutes that together cover all of NSW. Each Institute is a Registered Training Organisation (RTO) which works both independently and cooperatively with our other institutes to deliver vocational and technical education and training to community and corporate clients locally, nationally and internationally.

We are capable of delivering competency based training qualifications nationally and internationally across a range of industry areas, including:

- Service Industry Skills
- Business and Financial Services
- Information Technology and Creative Industries
- Built and Natural Environment
- Employment Preparation, Pathways and Equity
- Health, Recreation and Community Services
- Manufacturing, Engineering, Logistics and Transport

We partner with enterprises and offer consultancy services, which include recognition and gap training, to deliver customised workforce development solutions to improve business capability, productivity and sustainability. We work closely together to source funding to support training wherever possible. We are committed to working collaboratively with enterprises to improve safety for all workers; to help build the capability of their workforce; to improve the literacy of workers; to assist in culture change, to make the enterprise more cost and quality competitive and therefore ensure a sustainable, solid business foundation.

WSI has many long-term partnerships with large employers and consequently, we have developed expertise in collaborating with organisations to ensure that training is customised to the needs of workers in a range of diverse industries. For example, we have had a strong relationship with Lend Lease for almost ten years and have partnered on a number of infrastructure related activities over that time. Through this long-term relationship, we were identified as the prime training provider for Barangaroo – the largest urban redevelopment project in Sydney since the 2000 Olympics. We have also recently been identified as the prime training provider for construction of the North West Rail Link, the largest civil infrastructure project in Sydney's west.

As an example of our diverse activity, we were the 2013 Winner of the National Training Award for Industry Collaboration for our long term partnership with Racing NSW. In this partnership, we use online and distance delivery, workplace based training and remote assessment activities to train and assess Jockeys, Trackwork Riders, Horse Trainers and Stablehands across NSW.



Additional recent accolades include:

- Large Training Provider of the Year (2010 ,2014 NSW Training Awards, 2010 Australian Training Awards),
- The Industry Collaboration Award (2013, 2014 NSW Training Awards and 2013 Australian Training Awards),
- The Social Responsibility Award (2013 Australasian Green Gown Award),
- Australian Tourism Awards (2011 and 2012)
- The Sustainability Excellence Award for TAFE and Smaller Institutions (2012 Australasian Green Gown Award),
- The Skills for Sustainability – Educational Institute Award (2011 Australian Training Awards).

## Focus on quality

WSI is an organisation that supports continuous improvement to consistently deliver high---standard, flexible and innovative products and services. The primary focus for quality in TAFE NSW is to optimise the learning and development experience for its clients.

We are dedicated to delivering an exceptional level of service to our clients and we pride ourselves on providing relevant, practical and current training solutions. Training is compliant with the quality standards prescribed under the Australian Quality Training Framework (AQTF). Nationally accredited training qualifications are issued in accordance with the Australian Qualifications Framework and other non---accredited training programs can be developed to meet employer specific job---skill needs. We are also accredited under Quality Management System ISO 9001:2008 (whole of Institute) and ISO 14001:2004 (specific units).

## Our people – technical expertise

Our trainers are Industry experts and bring experience and commitment to the achievement of positive outcomes for our clients.

WSI training staff hold the required qualifications to be able to deliver nationally accredited training and complies with the Standards of NVR Registered Training Organisations. This includes the requirements for trainers to hold, as a minimum, a Certificate IV in Training and Education (TAE10) as well as relevant vocational qualifications for the training being delivered or assessed.

Our trainers are experienced in workplace delivery and are fully aware of the need to comply with the policies and procedures of the organisations where training is being delivered. WSI has the systems and processes to manage trainer performance and to ensure that course content meets the needs of the client organisation and the national regulator (ASQA). In 2012, WSI Colleges and OTEN were audited by officers from ASQA. WSI and OTEN successfully passed this Audit with highest levels of compliance.

All TAFE NSW staff meet demanding quality standards. Recruitment procedures for trainers ensure that technical expertise, qualifications and work experience requirements are met for each course and subject they will teach. The TAFE NSW network of skilled training practitioners distributed throughout metropolitan and regional centres respond to and address the needs of a diversity of industry, community and individual needs.

# About Barangaroo

Barangaroo South is a \$6B urban regeneration project, located on the western edge of Sydney's central business district. By 2020, the precinct will accommodate 23,000 workers and residents. Positioned as the world's greenest global business centre, Barangaroo will enhance Sydney's global status by taking a benchmark-setting approach to environmental and social sustainability. Barangaroo aims to be carbon neutral and water positive, while generating net zero waste and enhancing the wellbeing of the community. Achieving this requires the development of a green-skilled, on site workforce, with experience in:

- Renewable energy
- Energy efficiency
- Sustainable water systems
- Sustainable materials
- Green buildings, and
- Waste and recycling

**The Barangaroo Skills Exchange (BSX)** was established in 2012 to centrally coordinate, deliver and report on all aspects of skilling, training and research during the construction phase of the Barangaroo Project. The key partners of the BSX are Lend Lease, TAFENSW and the Construction and Property Services Industry Skills Council (CPSISC), supported by the Barangaroo Delivery Authority and the Commonwealth Department of Education.

TAFE NSW Western Sydney Institute (WSI) was appointed to coordinate and manage all training activity at Barangaroo. The BSX provides highly customised training solutions for employers and workers. TAFE Institutes work side by side with private providers to ensure that solutions are relevant, fit for purpose and cost effective. Lend Lease's and specialist contractors' expertise in sustainability and innovative building techniques informs and immerses workers in training content in a dynamic, practical way, not ordinarily possible within a traditional college setting.

Due to the complex nature of the project site and tight construction schedules, a flexible approach to training and assessment is necessary. Training and assessment involves a close relationship with the employer as well as the worker to capture and upload evidence of training activities and to deliver training at times that minimise the impact on construction activity.

The focus of the BSX is to:

1. Develop human capital across the Project
2. Develop innovative and customer focused delivery methods
3. Establish learning platforms to promote acquisition of employability skills
4. Deliver training flexibly and harness technology to deliver learning
5. Grow talent across all sectors including existing and entry level cohorts
6. Provide community, school and TAFE based learning
7. Provide VET based Learning models with trade qualification outcomes
8. Include sustainability skilling (environmental, cultural, wellbeing and safety programs)
9. Develop partnerships with public and private training providers
10. Develop a "One Barangaroo" framework and management model for the facilitation of partnerships, funding opportunities and stakeholder engagement across all parts of the Project



TAFE Western Sydney also coordinates access to and reporting against \$7m of Commonwealth funding through programs administered by CPSISC .A “pop up College” established on site at Barangaroo provides a fit for purpose learning space where workers can receive one on one support, attend classes or access computers to study online programs. A major benefit of the onsite training facility is the ease of access at any time from 6 am to 6 pm daily. Importantly, workers who would never normally attend a TAFE college are comfortable dropping into the onsite facility to get support and undertake skilling programs to improve their future.

Garry Bryce, the onsite supervisor for Erectsafe Scaffolding is one example of a worker who would not normally attend TAFE but who has utilised the BSX to gain much needed computing skills. Garry says *“The BSX has been a godsend for me. Being on site I can drop in whenever I have a few minutes and the teachers are so accommodating. I was worried that they would laugh at me..... after all my grandchildren know more about computers than I do. But they just took it all in their stride and worked at my level.”* Erectsafe Scaffolding have now sponsored more than 20 workers to undertake training through the BSX, anything from scaffolding, confined spaces, safety leadership, forklift and, of course, computing. Most of these workers would never have attended a TAFE college but at as Gary says *“at Barangaroo TAFE comes to the workers. For us it means we have better trained more qualified workers. And in our industry better skills equals better safety and greater productivity. For the workers it means they can earn higher wages and have a higher disposable income... It represents a win/ win situation”*



The key partners of the BSX are **Lend Lease, TAFE NSW** and the **Construction and Property Services Industry Skills Council (CPSISC)** supported by the Barangaroo Delivery Authority and the Commonwealth Department of Education.

The BSX coordinates the activities of a range of public and private training organisations that are contributing to the delivery of programs within a ‘one Barangaroo’ framework. WSI has been appointed as the ‘lead Institute’ to coordinate training activity at Barangaroo. The BSX is also coordinating access to \$7m of Commonwealth funding through four Skills Connect programs administered by CPSISC:

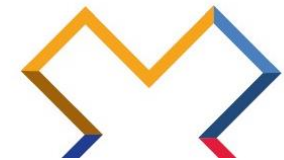
- National Workforce Development Fund
- Workplace English Language and Literacy
- Investing in Experience (Skills Recognition & Training)
- Australian Apprenticeships Mentoring Program



Australian Government  
Department of Industry



Barangaroo



Acting as a “one stop shop” the BSX provides a central location for all other vocational education and training service providers including NSW State Training Services and other Australian Apprenticeship Centre service providers to meet onsite with employees and workers about their training requirements. The BSX is currently located near the site entrance for Barangaroo South but will move closer to International Towers by mid---2015.

# BSX Governance and Measurement

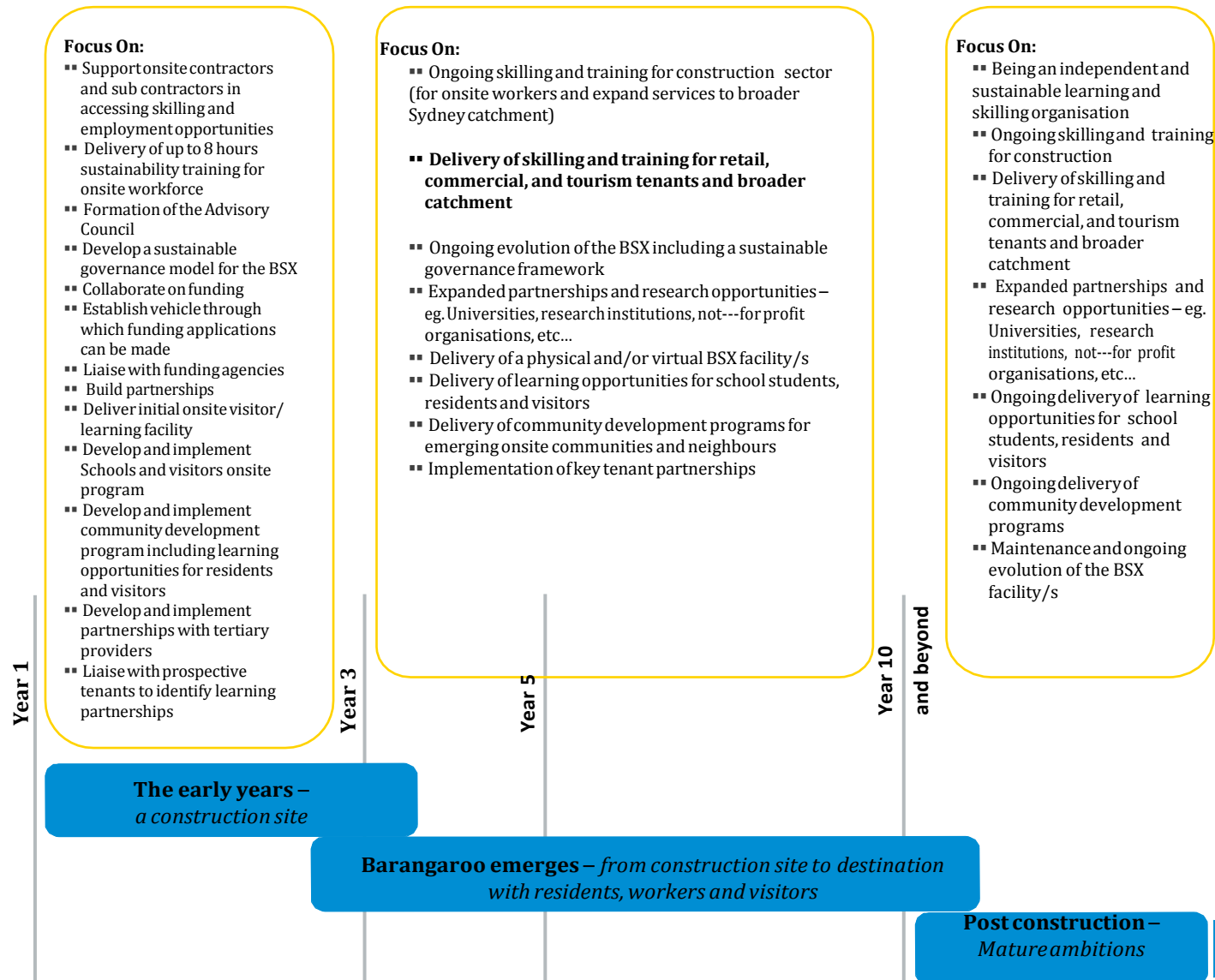
Integral to ensuring that the BSX successfully delivers sustainability focused learning, skilling and employment outcomes during the construction period and during the post construction period is the implementation of an appropriate governance model and organisational framework. This model includes a rigorous process of monitoring, measuring, review and reflection, (identification of lessons learnt) and supports a culture of continual improvement.

The governance of the Barangaroo Skills Exchange and all its activities and programs is overseen by an Advisory Council which provides best practice advice to the delivery partners. In addition a BSX Steering Committee consisting of two representatives each of Lend Lease, CPSISC and TAFE NSW meets monthly along with invited guests (RTO's employers, researchers etc) to discuss and report on operational matters and progress against targets. The original Barangaroo Action Plan prepared by Lend Lease as part of the bid process always envisaged that the BSX would support skilling and training for incoming retail, commercial and tourism focussed tenants.

The following figure illustrates the program of activities and tasks integral in the design, delivery and ongoing development of the Barangaroo Skills Exchange at the following key stages in the overall project lifecycle:

- Years 1---3: The early years when Barangaroo is primarily a construction site
- Years 5---10: As Barangaroo transitions from a construction site to a globally recognised destination
- Post construction: As Barangaroo continues to evolve in order to respond to ongoing socio---economic change and to remain relevant to its target audiences

Source: BSX Action Plan submitted to Barangaroo Delivery Authority --- 30<sup>th</sup> November 2011





# Apprentice Development

Contracts at Barangaroo mandate that 20% of all trade work must be undertaken by apprentices. As at 20<sup>th</sup> May 2015, there are over 500 apprentices (including 47 Indigenous Apprentices) at Barangaroo studying at six (6) TAFENSW Institutes and a small number of private RTOs:

Trade	No of Apprentices (as at 20th May 2015)
Airconditioning and Refrigeration	8
Automotive	1
Bricklaying	8
Carpentry	48
Construction Carpentry	44
Electrotechnology	180
Engineering Trades	11
Fire Protection	30
Furnishing	5
Plumbing	105
Shopfitting	11
Signcraft	1
Wall & Ceiling Lining	28
Landscape Construction	2
Painting and Decorating	1
<b>Total</b>	<b>501</b>



*Desiree Owens (Centre) – the 500<sup>th</sup> Apprentice to start work at Barangaroo. Also in photo is Glenda Hyde (BSX Apprentice Mentor) and Goran Zuanic, (Senior Construction Manager from Cubic Interiors)*

## Barangaroo Leaders Safety Program

Safety drives all skilling programs at Barangaroo. All workers receive a thorough grounding in site expectations and safety requirements through the site induction process and extensive onsite inspection and monitoring program conducted by a team of safety officers. However, safety can only be assured if every person with supervision responsibility not only understands their legal requirements but also has a genuine commitment to the welfare of workers under their control and the confidence to enforce the legislation and site requirements. Every supervisor, foreperson and leading hand is progressively completing the world class, innovative Barangaroo Safety Leaders program constructed from national leadership and workplace health and safety units but contextualised for the Barangaroo site. The program also involves 360 degree peer assessment and workplace mentoring. The program is co-delivered by Lend Lease and TAFE NSW staff and has attracted attention nationally and internationally with plans to replicate it in Malaysia, New Zealand, Western Australia, Queensland and a number of major construction and infrastructure projects in NSW.



Kristian Jones, Leading Hand and safety Coordinator for Lend Lease has described the personal impact of the program as follows:

*"To see issues (that had been raised in class) being resolved and improved was incredibly powerful. To be asked your opinion makes you feel an integral part of the building process, making you realise that as a leader here, you are a very important cog in running the job. And this connection not only intuitively encourages you to take ownership of the site, but it builds confidence and character, equipping you with the skills necessary to complete the day to day running of your teams with excellence, knowing that you are making a noticeable difference."*

## Workplace Language and Literacy Program

Many construction workers have had interrupted schooling either because they have spent their school years in overseas countries or through personal circumstances in Australia. The BSX runs Australia's largest Workplace English Language, Literacy and Numeracy (LLN) program on site at Barangaroo. For workers to undertake National qualifications or NSW High Risk Workcover licenses necessary competencies include the ability to undertake complex calculations and read documents such as Work Methods statements, Material Safety Data sheets, floor and fixture plans as well as have adequate communication skills to operate in a team environment where safety is paramount. LLLN teachers are on site 5 days per week to support workers who need assistance either as a "drop in" or in a class setting.

Meta Chan is 22 years old and was a casual labourer at Barangaroo. He arrived in Australia at the age of 8 from Cambodia unable to speak or read English. Meta says *"before starting with BSX, I was really bad with my reading and writing. I got help with my English and Maths in order to be able to apply for a Lend Lease apprenticeship. Before studying with the BSX, I wouldn't have even considered applying, my English and maths just weren't good enough. Now my reading and maths have really improved thanks to the BSX. I applied and was one of eight (8) successful people out of more than 200 applicants."* Meta wants to finish his apprenticeship, stay with Lend Lease and build from there. *"Learning at BSX suits me as I don't feel pressured and I get lots of support. I can move at my own pace. The BSX has made a very big difference for me."* said Meta



## Indigenous Workers

A target of engaging 500 Indigenous Workers over the life of the project drives the recruitment and support of Indigenous workers. Workers are supported through the BSX (including a dedicated Indigenous Apprentice mentor) and the Indigenous Hub which is co-located onsite with the BSX.

Lawrence Kelly grew up on the North Coast of NSW but dropped out of school at a young age. With no work experience and limited Schooling, jobs were hard to come by and Lawrence moved to Sydney seeking work. Hitting the big smoke with his entire possessions in one sports bag and \$20 in his pocket it was a gamble. Then one day Lawrence's uncle said he had heard about a Koori Job Ready course at TAFE designed for Indigenous people to learn some basic skills for the Construction industry.

Lawrence found himself attending TAFE learning to work with timber, build things with his hands, even learning to drive a forklift. This was not the type of learning that Lawrence was used to. He loved it! After successfully completing the Koori Job Ready program Lawrence gained an apprenticeship and started work with Bovis Constructions. When Bovis Constructions was acquired by Lend Lease Lawrence found himself at Barangaroo. Since completing his Construction Carpentry apprenticeship Lawrence Kelly has also completed a Certificate III in Dogging, a Certificate III in Work Health and Safety, the Barangaroo Safety Leaders Course and his Diploma in Management - all through the onsite Barangaroo Skills Exchange. Along the way Lawrence has been promoted to leading hand and supervisor positions.



The NSW Manager of Skills Development for Lend Lease, Peter Barrett, says that the most welcome change they have seen in Lawrence is not his technical skills development (although that is considerable) but the maturity and his change in approach to things. "As a young apprentice Lawrence would get a bit hot under the collar when things didn't go to plan but now he is much calmer and has learned to think things through before speaking out. He has learned that as a supervisor it is not only what you say that is important but how you say it that determines how people react"

## More than just Construction Training

Although the BSX work has focused on the needs of Construction workers, training has been provided in areas such as Management, Supervision, and Training. As Barangaroo moves into the next phase, TAFE Western Sydney is working with Lend Lease, Jones Lang LaSalle, the Barangaroo Delivery Authority and incoming tenants to provide Customer Service, Concierge and Tour Guiding Training for incoming workers. This includes cleaning, security, asset maintenance, retail, hospitality, event and place management services so that tenants and visitors are embedded in an experience that reflects the 6 star nature of this iconic international destination.

# Achievements and Outcomes

Since it was established, the Barangaroo Skills Exchange has redefined the way that workplace learning is being delivered in the construction industry. In just two and half years the BSX has provided skilling outcomes that have exceed expectations including:

- Over 500 apprentices engaged on site
- Over 16 000 accredited training outcomes ranging from short courses through to Advanced Diplomas
- Over 4000 workers assessed for language literacy and numeracy with 1 on 1 or class based support being provided to more than half of them
- Over 9000 social and awareness outcomes (suicide awareness, drug and alcohol awareness, skin checks etc.)
- More than 100 Leaders trained as part of the Barangaroo Leaders Safety program
- Engaging with and skilling thousands of workers who would not normally attend a TAFE or training college
- Over 6600 individual workers have engaged in skilling activities.



The BSX was awarded the **Industry Collaboration Award** at the 2014 NSW Training Awards and the 2014 **NSW Premiers Partnership Award**.





"The Barangaroo Skills Exchange will leave a learning legacy way beyond its boundaries and will become an example of how great partnerships between government, industry and the training sector can affectively deliver sustainable learning and skilling programs."

*Andrew Wilson, Managing Director, Barangaroo South, Lend Lease*

For further information on how TAFE Western Sydney can help achieve your company's goals, contact  
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