

THE CCF BULLETIN

MAGAZINE OF THE CIVIL CONTRACTORS FEDERATION WESTERN AUSTRALIA

EDITION 2 2021



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**INCLUDES 2021
CAPABILITY GUIDE**

with contact
details, profiles and
capabilities of more
than 100 CCF WA
Contractor Members.

NATIONAL REPORT
Blueprint for infrastructure-led recovery

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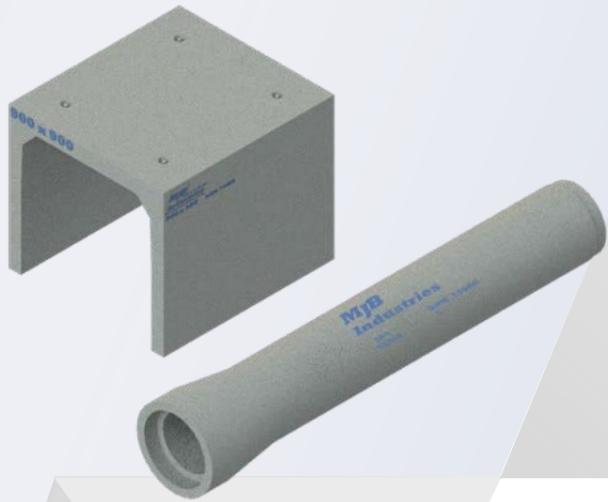
Tanya Johnson

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INDUSTRY & TRAINING AWARDS

Winners and event photos



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THE CCF BULLETIN

Edition 2 | 2021

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CIVIL CONTRACTORS FEDERATION

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Surge in activity creating new challenges for our industry



It's an understatement to say that these are interesting times for our industry. Going back a little over 12 months, the civil construction industry was holding its breath, wondering if COVID was going to close down our industry, and indeed the nation.

Our confidence was quickly boosted by the clear message we got from governments at the time, that construction work was to be regarded as essential, and to carry on.

Then in the space of a few weeks between May and June 2020, there were some announcements that really restored our optimism.

First, the State Government announced its intention to accelerate the pipeline of major road and rail infrastructure projects. And then the Federal and State Governments announced separate substantial incentives for new home buyers, as a stimulus for the housing sector.

The reaction to those home buyer incentives was almost instantaneous.

Within a few weeks, every available housing lot in Perth had been sold. Land developers, keen to make the most of the huge demand created by the bonuses, responded quickly by pulling the trigger on multiple new stages. While it was a hectic and stressful time for our members in the land development sector, it was also a much-needed boost for the sector. There was only around 8000 new housing lots built in 2019/20, pretty much the worst year for the subdivision market in memory. This financial year, 2020/21, we're on track to nearly double that, and lot production in 21/22 is predicted to be even higher.

There had been some concern that a short boom in subdivisions would be followed by a longer bust after the bonuses ended. But in fact what we have seen is that housing lot sales have remained strong after the government incentives have ended. There is now an air of confidence in the land development sector that after some very lean years, things are looking up.

This new surge in private sector land

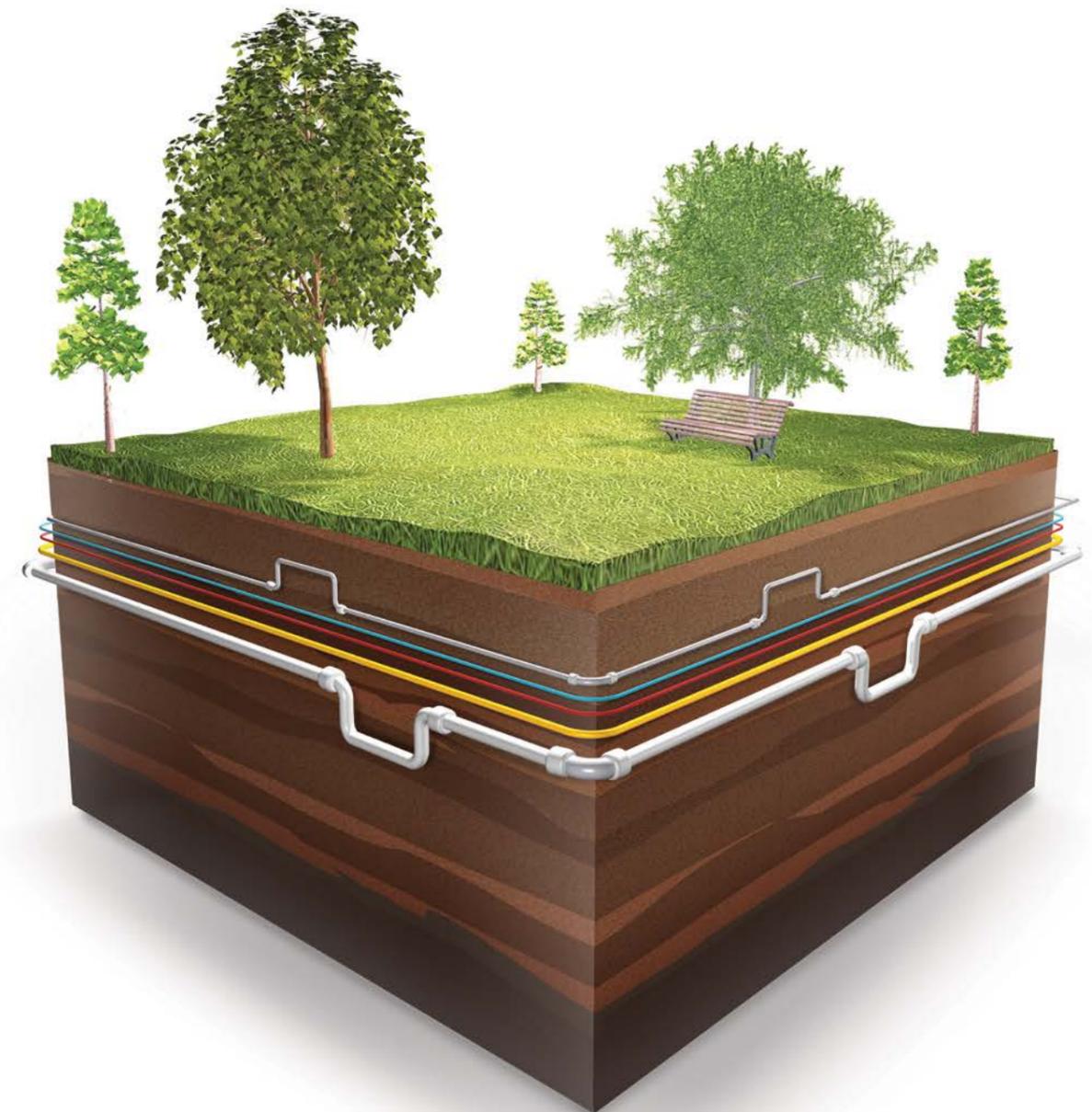
development activity is causing more than a few challenges though, especially as it coincides with the State Government's ambitious plans to accelerate the procurement and delivery of major transport projects.

Civil construction investment by the big five State Government infrastructure agencies and corporations – Main Roads, PTA, DevelopmentWA, Western Power and Water Corp – has been fairly steady over the past decade at around \$3.5 billion a year. But this financial year, that total is likely to comfortably exceed \$4 billion, mainly due to increased spending on transport projects, and next financial year it was forecast to be close to \$5 billion.

These increases in both private and public sector activity are putting great pressure on the available pool of skilled workers in WA.

Previously in times such as these of increased activity and greater demand for skilled workers, our industry has been able to respond by looking interstate and

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(continued from page 2)

overseas. Training and developing the skills base in Western Australia, and providing jobs for Western Australians, is always our first priority but the reality is we need skilled employees now, not in three or four years' time.

CCF WA has surveyed civil contractors to measure the current skills shortages in our industry. As this column is being written the survey is still in progress but there's a clear trend emerging, with most employers currently being about 10-15% short of their optimal workforce to meet current and expected project demands.

Among the hardest hit by skills shortages are those contractors operating in the private sector, particularly in land development. These contractors may find themselves locked into contract rates that were set a year or more ago when labour, equipment and materials costs were all much lower.

Many of these contractors say they are losing good people, from truck drivers and plant operators to project managers and engineers, because they can't compete with the higher wages and salaries on offer on some of the major government projects.

It's a similar story with machinery and materials.

There's not nearly enough trucks and drivers to meet the combined demand from subdivisions and the major transport projects for clean fill. That's just one of many pinch points in the supply chain. We hear about new ones daily.

And all these pinch points, these shortages and unmet demand, are driving up costs and putting profitability at risk. Nobody wants to see a profitless boom.

Private investment can't be controlled, but the government can try to regulate the pace of its own project pipeline.

As this edition of the CCF WA Bulletin was being put together, CCF WA and other industry groups were in discussions with the State Government about doing just that, how that could be achieved, about how we can ease the current pressure on project costs and delivery timeframes.

The State Government is well aware that it's not good for anybody, including taxpayers, if its infrastructure investments create problems for the private sector by competing for labour, equipment and raw materials that are in short supply.

So industry is working with them to find a solution that

maintains a healthy, sustainable infrastructure pipeline, without overheating the market.

However, we are also reminding government that there is capacity in the WA civil construction industry which is not being utilised. This is because too many transport projects in the current pipeline have been aggregated into contracts worth hundreds of millions of dollars, leaving not enough opportunities for local contractors looking for projects in the \$50-150 million contract range.

We don't want to see these companies further disadvantaged by medium-sized contract opportunities being deferred as a means of scaling back investment. It's just not good enough that local head contractors, who are here for the long haul and provide permanent jobs for thousands of Western Australians, aren't getting enough opportunities at a time of such high activity.

We are also advocating to government that another way that we can do more with the available people and machines is to work smarter. Red tape and duplication on projects have increased considerably over the last few years, so there are plenty of opportunities to work more efficiently. Projects are being slowed down and resources wasted by issues such as multiple layers of approvals, under-resourced agencies and 'gold plated' specifications. Just a few examples:

- Main Roads and the Public Transport Authority have different bridge design requirements. Contractors need to get sign-off from seven different parties, all within Government, on the design of a concrete bridge beam.
- The onerous requirements around moisture content in road pavement and surface specs means the industry has to either hibernate for a few months each year or risk big losses.

These sorts of issues are not new, and they're certainly not unique to the transport agencies, but it's especially important we tackle them now, with everyone trying to keep projects on track with the limited resources at our disposal. And as we try to remind ourselves, problems related to a high workload are good problems to have!

David Della Bona
CCF WA President

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CCF WA welcomes State Government procurement framework

CCF WA has welcomed the State Government's new Western Australian Procurement Framework as a first step towards simpler, smarter and more effective procurement of civil infrastructure works across government.

CCF WA CEO Andy Graham said the Framework, supported by the new Procurement Act, could pave the way for a new approach to the way infrastructure projects are tendered and procured.

"This could be a game-changer that will reduce red tape, help create more long-term local jobs, and deliver greater value-for-money for taxpayers," Mr Graham said.

"Eventually we hope the framework will lead to greater consistency across government. For example, following agreed processes for advertising and evaluating tenders; using standard forms for safety and compliance; and using a standard construction contract with a consistent risk profile."

"Let me be clear, though, that this is not about centralising procurement decisions – we know that doesn't work, and we strongly support the proven principle that key decisions around project planning and design, contractor selection and project

management are always best left to the agency responsible."

Mr Graham said the Western Australian civil construction industry delivered large and small infrastructure projects for a wide variety of State Government agencies and corporations.

"They're our industry's biggest single client and we are of course grateful for the opportunities," he said. "Right now though, all of these agencies and corporations do things very differently – their tendering processes and bid documentation vary widely and most have unique contracts and risk allocation, schedules, prequalification systems, and safety and environmental requirements.

"All of this translates to a massive waste of time and money for the contracting industry and for government, and a distraction from what we should all be focusing on – delivering high-quality infrastructure safely and efficiently.

"Achieving standardised procurement practices right across government will no doubt be a long and challenging journey, but the payoff will be worth it. Congratulations to the State Government for getting the ball rolling."

Auditor General to examine payments to subcontractors on government projects

The Western Australian Office of the Auditor General is currently conducting an audit on 'Payments to subcontractors working on government construction projects (State)'.
This audit will assess if State Government entities ensure subcontractors working on government construction projects are appropriately paid and will focus on whether State agencies have effective policies, processes and controls to ensure subcontractors working on government construction projects

are paid, and if those procedures are applied consistently. It will also assess if state entities monitor whether the controls to protect subcontractors payments are effective and implement improvement opportunities when needed.

The audit report is scheduled to be published in the fourth quarter of 2021. CCF WA will continue to monitor the progress of this audit and make members aware of any opportunities to participate in feedback.



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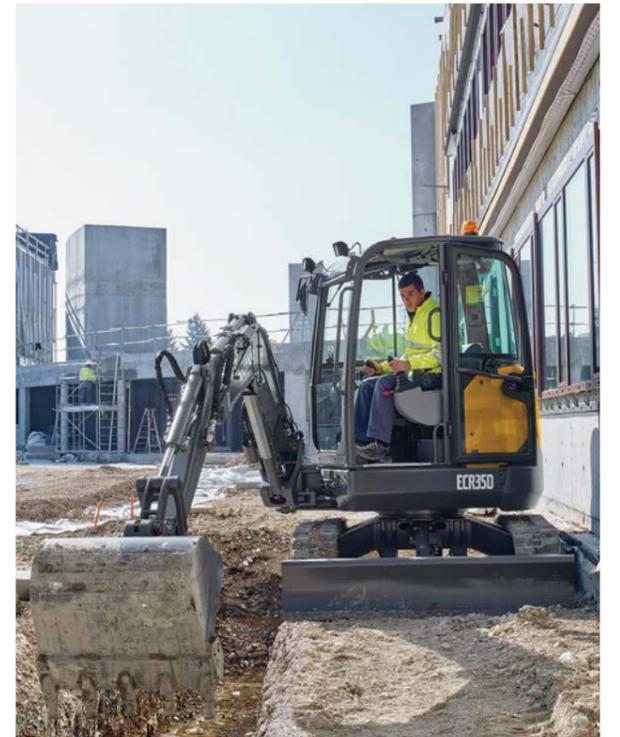
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CCF report provides blueprint for civil infrastructure-led recovery

A new report commissioned by CCF has confirmed additional infrastructure funding is required to generate national economic and employment growth as Australia continues to recover from COVID-19.

Prepared by BIS Oxford Economics for CCF, the report also analyses the risks to an infrastructure-led recovery, requiring urgent attention by all levels of government.

CCF National Chief Executive Officer, Chris Melham, said the report provides evidence that civil construction is central to economic recovery with investment in infrastructure generating an economic return of 3:1.

“It finds that for every \$1 million invested, a total of \$2.95 million of output is contributed to the economy,” he said.

“Furthermore, 7.2 workers are employed for every \$1 million invested. So, a \$250 million investment in a road, rail, bridge, utilities or port project would generate approximately 1,800 jobs.

“The report also highlights that boosting civil construction’s GDP contribution from 3.8 per cent to 4.1 per cent would generate 11,100 jobs and boosting its GDP contribution to 4.5 per cent would create 36,100 jobs.”

Based on the report’s findings, CCF National encouraged governments to use debt-funding and to take advantage of historically low interest rates and invest these funds in productive infrastructure projects.

The report also proposes remedies to current issues, including:

- improved planning and risk management
- streamlining and reforming the tendering process
- greater consideration of more collaborative procurement models
- more appropriate contractual risk allocation
- a greater focus on skills and training

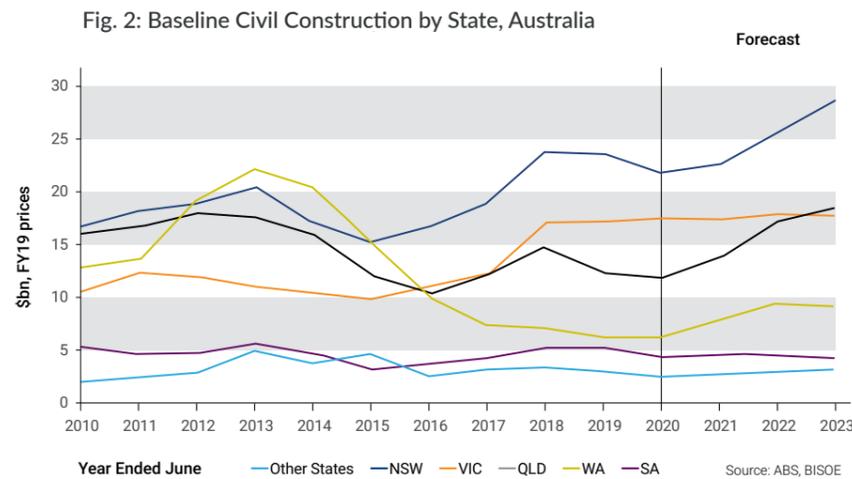
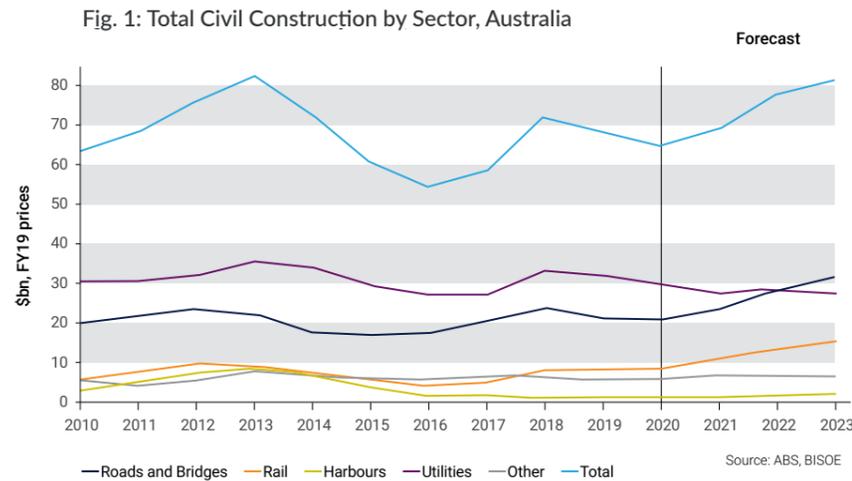
CIVIL CONSTRUCTION OUTLOOK

Headline civil construction work peaked around FY13 at over \$87bn driven by privately funded infrastructure that supported the mining investment boom. Here, the largest contributors from the civil sector included rail, harbours, supporting utilities, and pipelines. During this time, publicly funded work remained relatively flat at around \$36bn per annum.

Civil construction then slumped to FY16, dropping below \$60bn, underpinned by declines in nearly all sectors across public and private funded work. Total work has since moved higher through rising publicly funded transport megaprojects across

roads and rail, a private sector funded renewable energy generation boom in electricity, the rollout of the nbn and 5G networks in telecommunications, and a range of public water security projects (see Figure 1).

Civil construction in Western Australia continued to be relatively soft over FY20. However, over the next two years activity is expected to rise significantly in line with Metronet and numerous road projects. With mining activity also ramping up in the state, and risks to the interstate movement of people, there is expected to be significant challenges in securing skills from competing regions and sectors. The Western Australian State Budget, released



in October 2020, showed that state government finances were being buoyed by iron ore royalties and indicated that several key infrastructure projects would be accelerated, while promising \$27bn for infrastructure projects over the next four years (see Figure 2).

COVID-19 CIVIL CONSTRUCTION IMPACTS

Engineering construction activity was relatively insulated from domestic activity restrictions over 2020. However, roads engineering construction stalled more than previously expected in FY20, attributed to some productivity losses due to social distancing guidelines and lockdowns, as well as far weaker than expected public works commencements. This was offset by an upgrade in nbn funding which is set to continue over the short run.

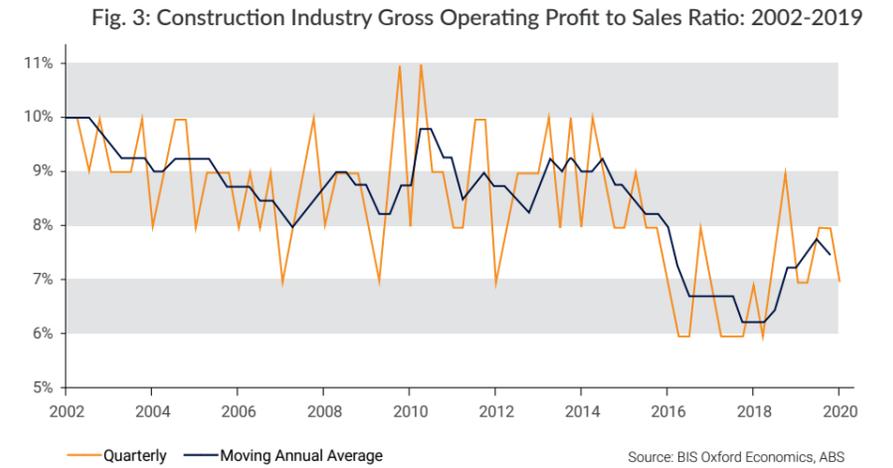
Falling engineering construction commencements over FY20 (a trend which continued into the September quarter of 2020 according to the most recent data), reinforces that recent civil activity has been very much driven by existing projects but most state and territory governments have made commitments to bring forward infrastructure spending, citing small, shovel-ready projects as the key channel.

PRODUCTIVITY

While the Australian construction industry has been able to deliver rising levels of work over the past two decades, the market and pipeline may face critical sustainability challenges if another ramp up – as per the baseline as well as scenarios considered for this report – is to occur over the next few years. If unaddressed, these issues threaten to jeopardise an ‘infrastructure-led recovery’ and the economic and employment benefits that derive from it.

One of the key problems facing the construction industry is worsening productivity. Here, poor industry financial outcomes together with difficult procurement and contractual conditions is impacting how industry and government work together to achieve efficiency outcomes. Falling productivity, by definition, means that more labour and capital is required to achieve a given level of output.

This not only reduces capacity and capability, but increases costs in delivering infrastructure. The low profitability/low



productivity spiral impacts not just the financial sustainability of civil contracting businesses but also non-financial goals, including work/life balance, mental health, training and upskilling, and innovation itself (which is required for productivity growth).

FINANCIAL OUTCOMES

In a synergistic spiral, weakening productivity has coincided with falling financial sustainability. Construction industry profits as a share of sales sharply receded between 2014 and 2018 before seeing a partial rebound in 2019. Further gains seen in 2020 are at risk as JobKeeper payments are poised to be unwound through 2021. Engineering construction has been shown to have the lowest profitability of the construction related sub-sectors; 50 per cent of building and one-third of construction services (see figure 3).

PIPELINE CONDITIONS AND CAPACITY/CAPABILITY

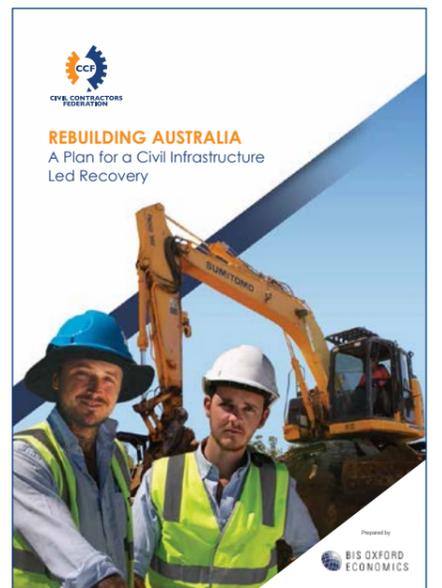
The high cyclicality of infrastructure rollouts often presents an unsustainable workload for contractors, with shortages of skills in upturns and loss of skills from the industry in downturns. Smoothing the demand for work may be itself a worthy goal for parties attempting to address capacity bottlenecks and costly lulls in the market. However, our forecasts for civil work, exemplified by the coming wave in transport-related investment – indicate that the boom/bust cycles of the pipeline have persisted and will likely continue over the medium run.

A growing proportion of the engineering construction outlook (especially in roads and rail) is composed of multi-billion dollar megaprojects located in dense urban environments. From FY20 to

FY23 the work done value of transport mega-projects alone is expected to nearly double.

In terms of competition, the market is becoming increasingly concentrated with the largest ‘tier-1’ firms consolidating market share. This is a consequence of the nature of the pipeline and a risk mitigation mind set from procurers. This has resulted in the award of multi-billion-dollar mega projects to tier-1 single contractors and joint ventures between the largest firms. These contracts often take the form of private-public partnerships or managing contractor arrangements which see delivery risk borne heavily by the firms involved rather than the procurers. Recent contracts which take this form have seen some major market players take enormous financial hits when delivery was delayed and overbudget.

A full copy of the report is available at www.civilcontractors.com



CTF building workforce skills

The CTF Supplementary Skills program gives Western Australians working in construction an opportunity to acquire new skills across a broad range of areas, including safety, business, construction, software and occupational licensing.

CTF can provide eligible workers with a rebate of up to 80% of the cost of short training courses, for each course completed. There's no limit to the number of times an individual can claim for training courses. To qualify for the subsidy, a person must be currently working or have recently worked in WA's building and construction industry. Courses must be delivered by a registered training organisation (RTO).

Courses for plant operations, safety training and supervision are regularly accessed by people working in civil construction and with the lengthy pipeline of civil works across the State, CTF is keen to support the workforce to access the training required to perform their roles safely and effectively.

Given this strong pipeline of projects in civil construction,

coupled with an equally lengthy pipeline in commercial and residential construction, CTF CEO Tiffany Allen says training has never been more important.

"We want people to know more about the subsidies we offer," Ms Allen says. "Skilled workers are in high demand and CTF is here to support the sustainability of the workforce."

A company or an individual can claim a Supplementary Skills subsidy by applying directly to CTF after completing courses, or via an RTO that has a bulk billing arrangement with CTF. Bulk billers will charge an eligible person the cost of the training course less the CTF subsidy, which will be clearly identified on the invoice.

CTF records show that the most popular short courses subsidised in recent months are Height Safety/Working at Heights; First Aid; Working in confined spaces: Tilt Up Construction; Dogging; Elevated Work Platform; Excavator Operations; Telescopic Materials Handler and Forklift.

Altona recognised for environmental excellence

CCF WA Member Altona's work on the HMAS Stirling redevelopment project for the Department of Defence and Doric Contractors was recognised with the Environmental Achievement Award at this year's CCF WA Industry and Training Awards.

CCF WA CEO Andy Graham said Altona's entry was adjudged the winner from a very strong field of nominees including Downer Group, Fulton Hogan, Rob Carr and WA Limestone. "The high standard of the entries is testament to our industry's commitment to minimising our environmental footprint at every opportunity," Mr Graham said.

Altona's scope of works on the project comprised a major upgrade of the water, fire and wastewater infrastructure on Garden Island – an A class nature reserve where it successfully managed risks to flora, fauna and the surrounding local ecosystem, identifying key endangered or protected native fauna including the Tammar Wallaby, Western Tiger Snake, Fairy Terns and Little Penguins.

Works included more than 65km of HDPE pipe, two complete fire systems, and the replacement or refurbishment of 14 wastewater pumping stations. To avoid jeopardising reproduction during breeding seasons, works that posed any risk of vibration were programmed to be completed off season, leading to acceleration of works in some areas, and with no works undertaken adjacent to Rainbow BeeEater nesting locations during the August to January breeding season.

Altona's tree protection zoness and wallaby fencing were subsequently adopted into the Department of Defence's own environmental procedures as a guide for other contractors.

Training Employer award number six for Georgiou Group

Georgiou Group has won its sixth Training Employer of the Year award at the eleventh annual CCF WA Industry and Training Award, with Minister for Education and Training, the Hon. Sue Ellery MLC and award sponsor the Construction Training Fund's (CTF) Chief Executive Officer Tiffany Allen presenting the award to Georgiou Group on the night.

Georgiou was celebrated for its wide-ranging employee development initiatives, including a Traineeship and Apprenticeship Program; a Skills Passports competency tool designed to help define and measure competencies of field employee positions; and a Young Professionals Mentoring Program for under 25 year olds.

Other key initiatives included a Graduate and Cadet Development Program designed to maximise employees education in a structured and tailored environment; Competency Frameworks to assist in managing employee career progression; LinkedIn Learning; annual Performance Appraisals with a focus on identifying actions for employee development; and, a Core Training Dashboard which ensures fundamental compliance is met and employees are provided with pertinent information on key Georgiou systems and processes.

CCF WA President David Della Bona congratulated Georgiou on its strong commitment to training and said the company had long been an innovator in attracting talented workers and more broadly raising the profile of civil construction careers. "It's important that civil construction becomes a more desirable and more visible career choice for young people interested in a trade," Mr Della Bona said.

Cbus stands up for its members

The Government wants to change super laws that could see construction workers without adequate insurance cover.

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Downer's Australian-first asphalt product wins state awards

CCF WA Member Downer has won two awards in the Community Waste Award and Instant Waste Management categories at this year's Waste Sorted Awards, hosted by the Western Australian Government's Waste Authority.

Both awards were won for Downer's Australian-first asphalt product, Reconphalt, which contains high levels of recycled content derived from household and community waste that otherwise goes to landfill, reducing the reliance on virgin materials typically used in road construction.

Since May 2018, Downer has produced more than 100,000 tonnes of the asphalt product which has been used to pave roads across Australia. Downer's Reconphalt is a scalable, national solution to the environmental and economic challenges of traditional asphalt.

Pictured left to right: Environment & Climate Action Minister Amber-Jade Sanderson; Downer WA Asphalt Manager Paul Morreira; Downer WA Technical Manager Meda Sicoe; Waste Authority Chairman Reg Howard-Smith.



Kerman Contracting celebrates 40 years

In 1981, Brian Kerman founded CCF WA Member Kerman Contracting at the age of 51. Today, Kerman is one of the most experienced design and construction companies in Western Australia with Mr Kerman still a valued member and non-executive Chairman of the company.

One of Kerman's first 'big' structural projects in 1981 was the Kalamunda Water Slide. Forty years on, Kerman works on much larger structures for major clients from the agriculture, mining and resources and transport sectors.

To this day, the business remains in family hands. In 1998, Brian's son Chris was appointed Managing Director with two more of his sons, Michael and Peter, also both play integral roles in the business as directors.

Key projects for the company include design and construction of various grain storage facilities across Australia for CBH and AWB (now GrainCorp), and the design and construction of four iron ore export facilities and buildings: Esperance Port, the Whyalla Port Expansion Project in South Australia, the Rail Camp Project for the Roy Hill mine development, and one of its largest achievements to date – the \$153m project for the structural, mechanical, piping and electrical works at CITIC Pacific Mining's Sino Iron. Kerman have also completed several projects in



Kerman Contracting: directors (left to right) Chris Kerman, Mark Nagle, Mike Kerman, Peter Kerman, John Griffiths and at the front founder and non-executive Chairman Brian Kerman.

the lithium/rare earth mining sector for clients such as Talison Lithium, Tianqi Lithium and Albemarle.

The company has received many awards including the Special Commendation C.Y. O'Connor Award for Excellence in Engineering at the 2000 Western Australian Industry & Export Awards for their work on the Esperance Port Iron Ore export facility, as well as the 2002 Engineering Excellence Award for the Environment, and the 2002 AISC WA Steel Awards - Steel Construction Award.



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Breaking down barriers: Q&A with Tanya Johnson



2021 CCF WA Women in Civil Award winner Tanya Johnson shares her story, including growing a successful business with husband Josh - Geraldton-based Red Dust Holdings – and how she hopes to take the lessons learned in her career and life, to effect positive change in our industry.

Tell us about your background.

Raised by my single mother in Perth, WA, during the 80s and 90s, I had an average, middle-class childhood watching my mother work incredibly hard. Both my grandmothers braved the journey and immigrated from the UK, one in 1952 and the other in 1966. To this day I attribute my learned resilience to these three incredibly strong women.

Without a tertiary education I felt on track in following my mother's footsteps into real estate, starting on reception and moving into an accounts based role. However, a chance meeting with my very elusive neighbours changed all that. Long story, very short, I noted their week-long relaxing 'holidays' at home before they disappeared for weeks on end. When I say chance meeting, I mean I knocked on their door and asked what they did? Where did they go? How did they just relax for a week like they were on holidays? Turns out they both worked in mining. FIFO at Tom Price as dump truck operators to be specific and I knew I wanted in.

This is going back a bit... I had no awareness of mining and with no internet back then, or not in my home anyway, I grabbed the Yellow Pages and started ringing around. The advice I got was "get admin in your job title", which I did, taking a maternity cover role as a project administrator. Seven months into that role I started applying for FIFO positions and the rest is history – I landed my first FIFO mining site administrator job.

I've been exceptionally fortunate to have had female managers in many of my positions. Two of these women in particular, Vicky and Jane, helped shape the administrator I would become. Unbeknown to them, they continue to influence my business and the administrators I am helping to shape today.

A few years into my mining journey I invested time to further

study and completed my Cert IV in Occupational Health and Safety, which was not only of great benefit to me at the time but played a pivotal part in the early success of Red Dust Holdings (RDH). To this day I provide support to the RDH Safety Department where I enjoy the continuous improvement side of safety and am always looking for areas of reflection and improvement for the department.

While I completed my study, I was offered an opportunity of some 'in-pit' operational experience with Rio Tinto, my employer at the time. I worked six months on the bomb crew and six months operating Komatsu 830Es. This particular time in my journey holds such dear memories and many learned lessons which I used in making the switch from mining to civil.

What drove you and Josh to start Red Dust Holdings?

RDH truly was born in the red dust of the Pilbara, ten years ago. Our story is simply; boy meets girl, putting their skill set together and organically growing into something neither had planned but both welcomed and worked with exceptional dedication to succeed in.

My accounts and admin skill set, my experience as being the client and also as being the civil subcontractor, paired with my OHS training and some contracts admin, perfectly married with Josh's heavy diesel mechanic trade and on-site supervisory experience, covering all corners of business and forming the backbone of Red Dust Holdings. Essentially though it was Josh's ability to identify a potential business opportunity and willingness to take risk that started the seed of what we were to become.

Over the years I have been fairly risk adverse while Josh has insisted we push the envelope. While he's been right each time we've made the push – it was our skills as a team that have seen that push succeed.

"Over the years I have been fairly risk adverse while Josh has insisted we push the envelope. While he's been right each time we've made the push – it was our skills as a team that have seen that push succeed."

What drove you to start Garla Barna Civil and Mining?

Garla Barna is close to my heart and will drive me for many years to come for two very different reasons. The first was my connection to country. The first time I flew into the Pilbara, landing amongst the red dust at West Ange my mind-set and my heart was forever changed. I remember that feeling to this day. My eyes opened and my heart exploded with a sense of belonging, drive and passion. I knew instantly that I'd found my place. Where I was going, who knew?

My second was my overwhelming understanding that I was here as a woman, in this place, being able to achieve, aspire, learn and grow because just over 100 years ago women in the Commonwealth were finally winning the fight for future generations to have a voice, rights and the opportunity to vote. However, in a time where we were finally achieving something great in giving women long overdue rights, we had been creating a cultural divide in Australia with our Nation's First People.

As mentioned above, throughout my life and career I have been surrounded by exceptionally strong, resilient women. I have always had a drive to take the amazing lessons I've been afforded and pass them onto a team of administrators – that's where the seed began to grow.

As a business I wanted to achieve this – but financially how would that be possible? How would RDH and I achieve this but remain sustainable? The answer came, as it often does, in another form.

As a contractor to Tier 1 clients we are expected to tick a box – I didn't want to just move my team around to enable the tick. How could I do more than tick the box? Would it be possible to do more than train administrators? This was exactly how I was going to achieve giving back, being a part of making change and not only training administrators but employing and training operators, supervisors, trainers, engineers, project managers; the sky is the limit!

The formation of Garla Barna Civil and Mining would not have been possible without Josh and I joining forces with two incredible men, Fred Taylor and Shane Bonney of Black Stump Resources. Both Southern Yamatji men with a wealth of earthmoving experience and a genuine connection to country and culture. As a team we can share our individual skill sets in working towards a joint goal of increased Indigenous engagement in the Midwest.

What aspects of working in civil construction do you most enjoy?

I enjoy the entire 'circle of life' that running a civil construction business affords. I get to connect to employees, their families, and children. Their sporting clubs and individual interests.



Kalbarri Skywalk carpark, delivered by Red Dust Holdings.

Suppliers, clients, stakeholders. Small towns, mining giants. I get to express myself in marketing and grow our business with planning and precise direction. Each day I am surrounded by an incredible group of women who support me, both in my role and our projects. Together we have passed on accounting and administrative skills to many subcontracting businesses and have since seen them thrive with this new expertise.

Quite honestly, the whole experience thrills me and my drive is to bring an integrity and transparency to the industry and seeing less contractors failing.

Coming back to basics though, we simply love building from green fields to produce an end product. Most people are unaware of the skill level it takes to form and build a road, parking bay, pad. Working the material to form a bridge abutment, meeting spec – it's all very specific and requires skill, exceptional project management, a level of safety, correct cost prediction and capture. Many of our projects are quite literally legacy; they are standing the test of time for many generations to come and the team get an absolute kick out of that.

Our kids love it. In jest, my Nan says to me "where did I go wrong?" as I take her on tours of all the roads, parking bays and car parks we've built while on trips to Kalbarri or through the Midlands. The connection to community through these projects is also a thrill for the whole team. Delivering a successful project is our absolute goal and there is no better feeling than if there's a small town involved or community buzz about the project – like the Kalbarri Skywalk.

What I do miss from my mining days is the women. There are so many women in mining where civil is predominantly male dominated. There are plenty of us administrators around but I would love to see more women final trimming, engineering and managing projects.

In Geraldton we are lucky to have KJ Hall, a fellow winner of the CCF WA Women in Civil Award, leading the Geraldton WBHO team; an absolute inspiration to women in WA, but we need

"There are plenty of us administrators around but I would love to see more women final trimming, engineering and managing projects."

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more like her. The industry is seeing its ethics and standards rising and this is owed to not only bodies like CCF and regulation improving, but to the women taking on leadership roles.

What would you say to women considering a career in civil construction?

In myself winning the CCF WA Women in Civil Award, I hope young women can identify with seeing a very ordinary person achieving the honour of such a prestigious award. The older I get the more I realise I see ordinary people around me achieving very extraordinary things; give yourself a chance to be one of these extraordinary people. There is potential in all of us to be extraordinary, to make a difference to enact change – tertiary educated or not.

“To women in civil: we are here, hear us roar. Be strong. Be bold. Be wise. And above all, enable, encourage, and empower the women throughout your career and in your lives.”

But to women in civil: We are here, hear us roar. Be strong. Be bold. Be wise. And above all, enable, encourage, and empower the women throughout your career and in your lives. The impact women can achieve by channelling the power of collaboration is an absolute powerhouse. Utilise this powerhouse to initiate conversations around the sexist bias we face daily. Make the conversations lighter, more frequent, normalising what can be a scary subject for both women and men. In normalising this subject we work together to make small changes in mindset. Only from understanding will we see change.

As women, our positive contribution to the continued development of the standards, transparency and ethical delivery of projects within the civil construction industry deserves to be celebrated. We are incredibly fortunate to have the support of CCF and accolades like the Women in Civil Award to do just that. Working together with industry to raise women up and break down the bias and the barriers we face.

My last thought is; greatness is achieved at all levels. CCF do this sentiment absolute justice with the continued acknowledgement of a varied hierarchy of person and business contribution throughout our industry. I am incredibly proud to be aligned with an industry body who believes in the acknowledgement of all levels of person, business and achievement. I can only hope to continue my contribution to the industry and prove myself worthy of the honour of my acknowledgement.

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Mike Murrey (right) pictured with his successor as Westforce Managing Director, Phil Clarke

CEO Interview: Mike Murrey

With retirement looming, founding managing director of CCF WA Member Westforce, Mike Murrey, spoke to CCF WA CEO Andy Graham and looked back on a varied and successful career in civil construction.

Andy Graham: Mike, you've had a long and diverse career in civil construction. Tell me a bit about it.

Mike Murrey: I'll give you a bottled version. I graduated from the University of the Witwatersrand in South Africa in 1972 as a civil engineer. I then did an MSc at the University of Toronto – I was a bursar with the Joburg City Council at the time. From 1976 to 1979 I worked all over Southern Africa for a consulting company doing a lot of water work, in particular the Malawi Phase 5 Water Scheme which was a 60-million-Kwacha job – a lot of money at that time.

Then I started my own business in South Africa called Coalfields Construction. That was a very successful business until about the late 90s when there was a lot of affirmative action in South Africa and white-owned businesses were not allowed to bid for

government work. So, in 2001 at the age of fifty, I moved to Australia and basically had to start again.

I got a job with BGC as an estimator and worked on a number of jobs, including the Ravensthorpe Nickel project and work at Gove as PM. In 2003 I moved to Civmec as estimating manager and then later as general manager – this was when Civmec were part of the VDM Group. Then I worked for Transfield on the eastern pipeline alliance in Queensland, which meant travelling every week to Queensland and back – which was very tough, but it was an interesting job and my first experience with alliance contracts.

Then AJ Lucas, which was working on that alliance with Transfield, offered me a job as a construction manager on the Water Corporation's desalination plant at Binningup. That was a

fantastic job, and working on that contract was a highlight of my career. We did some really challenging engineering work.

I founded Westforce in 2006 with some guys that had worked with me at Civmec. And we started doing little bits and pieces, initially in the mining sector, and gradually built up our name.

It's difficult as a startup. It's hard work to get credit, guarantees, to even get opportunities to bid, but we persevered.

AG: I guess on the bright side, the late 2000s wasn't a bad time to be starting a civil construction company in Western Australia.

MM: Yes, there was a lot of resource work around and that helped us get established. From the start, we focused on working for government and for major resource companies and avoided the commercial risks of working for smaller companies in the private sector. I've always said that you've got to be wary of the big bad job. But at the same time, part of growing a business means taking on risk. I think we've managed to find the right balance between taking on jobs that are a bit risky and jobs that are more 'bread and butter' and at the right margins.

Paddy (Kearns) and Phil (Clarke) came on board as shareholders in 2015, and then in 2017, we started negotiations with Raubex, which culminated in their purchasing a major share of the business. That was really a big step forward for us. It gave us access to capital and lifted our profile in the market, and we've been able to grow the business, helped also by a great team of people and a real can-do culture.

We will have a go at most things, with the focus on civil engineering type work. We're presently finishing off a large contract at Vasse for Water Corporation in a joint venture with JWI, and also finalising the expansion of the Neerabup Groundwater Treatment Plant in a joint venture with Sacyr. We're also doing a lot of work for the mines up north both as a second tier and also direct to the miner. In Perth itself we're doing a lot of Defence work, concrete encasement of rail in the Forrestfield tunnel and various jobs for Western Power. A good mix of resources and infrastructure work.

AG: You've no doubt seen some changes to the landscape in civil contracting over the years.

MM: I did notice that Australia is so much more litigious than South Africa. The contracting approach here is almost to set up conditions of contract that are based on the assumption that there's going to be disputes. I do see some changes coming, and there's a lot of talk about collaborative contracting models, but it's got to be more than just at the top table; it's got to be all the way down in the industry that we have more collaboration; more incentives for companies and clients to work together. It would be interesting for CCFWA to do a survey of Contractors and Principals and get some idea what litigation is costing the industry. Money that could be spent on real assets.

The other thing that's changed a lot in my career has been the technology. When I started as a graduate, we had an HP35 calculator, which was state of the art at the time. We didn't have desktop computers or laptop computers, or even a fax machine. We certainly didn't have a mobile telephone, and we didn't have GPS or any form of artificial intelligence. So that's all come about in one generation.

To be successful contractors needs to embrace technology because it makes such a difference in terms of productivity and

"Part of growing a business means taking on risk. I think we've managed to find the right balance between taking on jobs that are a bit risky and jobs that are more 'bread and butter' and at the right margins."

profitability. And that means we need a change of emphasis on the training of people for the industry. The tradespeople now have got to be familiar with GPS and AI and understand the flow of information. Our new Managing Director Phil Clarke is bringing automation into our business.

We're going to see a lot more automation, I think, not only in terms of admin but also on site. For example, estimates are going to be done from 3D models, with automated take offs and estimating norms used as a first pass. Cloud point surveys replacing the old red lined drawings and drone survey for monthly claims.

AG: How is the business being affected by all the current challenges around the availability of workforce, materials and machines? Could you be doing even more work?

MM: Shortage of skilled trades is a major challenge for the industry; machines we can get. There's more work available than the industry can cope with and I think it's going to be a boom time like this for a while yet. But as we have already seen, there are going to be casualties as well; people under-pricing jobs in a market where labour and plant prices are rising are going to be in trouble. Also there are risks from a safety and quality perspective of having less experienced people in the crews. Labour shortages are our major issue, and it has to be addressed by government through immigration in the short term and training in the longer term. We simply do not have enough skilled people in the State.

Indigenous participation also puts a burden on business where targets set by government are simply unachievable.

There could be problems on the major alliance contracts with subcontractors that are on labour-only type contracts, where the materials and plant are free issued by the head contractor. And as a result, the subbies are having to bear the brunt of the labour risk, which is where all the risk is. A lot of contractors who've taken on work at fixed prices could get burnt in the coming years. When you're just making a margin on your labour, it's so easy for labour escalation to strip that margin.

AG: You've acknowledged the appeal of government work from a risk point of view, but of course they're not a perfect client either. What would you like to see improved in the area of government procurement?

MM: In general, government procurement operates well. But I do think there's an obligation on government that if they receive a tender that is clearly too low, that they should as a matter of due diligence, put that tender to one side, instead of saying "well they're half a million lower than the next bidder so we've got half a million to spend to help this low bidder and we have his

guarantee if he doesn't make it". That's one of the key reasons we have so many insolvencies in the construction industry; this emphasis on taking the lowest bid.

I do think that we're going to increasingly see contractors not wanting to build D&C (design and construct) jobs for government. If you look at the history of D&Cs in Australia, there are very few successes. Scope creep, and a divergence of expectations between Principal and Contractor and Designer as what is to be delivered and risk allocation, all lead to contractors losing money and work for the legal fraternity to sort out the ensuing mess. For large projects with engineering risks the Alliance model is the way to go.

AG: And I think increasingly we see D&C used purely as a means of risk transfer, rather than any realistic expectation of innovative design.

MM: Absolutely, it's risk transfer and it's unfair risk transfer. Clients don't leave the D&C contractor with any scope to actually bring innovation, or to challenge any of the historic specifications and standards.

AG: How has the business managed the challenges of COVID?

MM: It's impacted our productivity on site, with the difficulty of getting skilled trades from interstate and the wearing of masks, but our local supply chain has been largely unaffected by COVID. We have had some issues at the Neerabup project, with imported equipment. But we are not out of the woods yet; COVID remains a risk.

AG: Generally though, I think the brand of Western Australia has been enhanced over the past year, so I don't know about you but I'm pretty optimistic about the future for WA and our economy.

MM: I am too. I think WA's got a fantastic future. With the size of the state and the size of the population, we really need this current level of infrastructure spending to continue, but we need the people to deliver it.

AG: In between your contracting career you found time to become a licensed adjudicator and have done some dispute resolutions. How did you get into that?

MM: When I arrived in WA I did an MBA at the University of Western Australia, and then I did a course in arbitration through the University of South Australia and became an adjudicator. I don't do a lot of adjudication work, but it has certainly taught me a lot about how Australian contract law works and it has certainly helped our business.

I don't think the Construction Contracts Act [WA's security of payments legislation] has been a great success. A lot of contractors now find it easier just to go to court than to go to adjudication, because the adjudications get challenged and then appealed, and it ends up becoming a lawyer-fest and costing more than it would to just take the issue to the district court in the first place. It will be interesting to see how the amended act works.

AG: Which is not the point of the process – it was meant to be a 'quick and dirty' way of resolution.

MM: Yes, it was meant to result in a quick and equitable outcome for the parties, and help small and medium-sized businesses get what they are due from companies that are using their power to stop payments. But that's not the reality at the moment.

Project Bank Accounts are quite cumbersome. While well intentioned, they are difficult to administer particularly when there are disputes between contractor and subcontractor. Not sure what the answer is, perhaps some form of government administered fund with a dedicated premium imposed on all government contracts to capitalise the fund.

AG: Mike, I would like to thank you for your support of CCF WA and your contributions to our advocacy.

MM: I'm very happy with our membership. I think as an industry peak body, CCF represents the views of your members, and you do a lot for us in terms of training and lobbying with government. You consult with your members and then take a strong view to government.

We've benefited from CCF's campaign over the years for more opportunities for the lower-level Main Roads prequalified contractors. We've seen that Main Roads has responded

"There's an obligation on government that if they receive a tender that is clearly too low, that they should as a matter of due diligence, put that tender to one side."

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to CCF's call for industry sustainability, and it's resulted in an opportunity that could improve our expertise and our capabilities, and in turn giving Main Roads a bigger choice in years to come.

Our current involvement in the Leach Welshpool Alliance is a result of CCF's campaign over the years for more opportunities for the lower-level Main Roads prequalified contractors. That has led directly to our involvement with the Leach Welshpool Alliance. As a sub-alliance partner we will be improving our expertise, our capabilities and our prequalification rating, and in turn give Main Roads a bigger choice in years to come. We have had some of our people embedded in the team for the last six months or more.

AG: Well, that's what industry sustainability is all about, growing the capability of local companies like Westforce and giving the client more choice. It's win/win.

MM: The sub-alliance model that we've got now at Leach/Welshpool is quite innovative. Without going into too much detail, we're a construct-only NOP (non-owner participant) with Georgiou. We've put a lot of effort into refining a model that works, and I think we've come up with a very good way of doing it. But I don't think we'd be in that position if it wasn't for CCF driving that sustainability approach in the industry.

AG: Mike, will you keep up some involvement with Westforce? One of the great challenges our industry is facing at the moment is finding enough skilled people, so I'm sure Phil would like you to stick around in some capacity.

MM: I'm planning to retire at the end of June, but I'll still be available to help where I can, doing some business development and major tender reviews. I do want to have a bit of time to go and see the grandkids in Canada. COVID has obviously put a spanner in the works. It is very hard to let go of a business

one has spent one's life building but we have a great team in place and I am confident Westforce will be adding value to the Western Australian economy for many years to come. It's time for generational change!



"We've seen that Main Roads has responded to CCF's call for industry sustainability and that's led directly to our involvement with the Leach Welshpool Alliance."

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Dial Before You Dig (DBYD) is launching its NextGen referral system on July 1, 2021. Users can pre-register and go straight to the new service as of July - or wait and register for the new system from July 1 onwards.

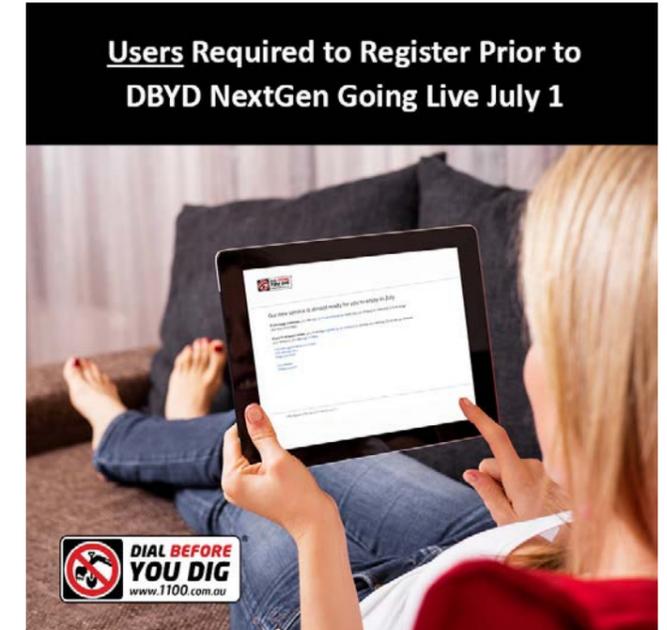
The NextGen system has several new features for users including selection of multiple activity types, estimated wait times for asset owner responses, automated response tracking, and a number of additional mapping features allowing you to toggle between various maps showing block and property boundaries.

From July 1, the Help Desk phone number for the DBYD NextGen system will become 1100 - the same as the current number but operating as a Help Desk rather than a call centre. Users are encouraged to use the website or Apps to lodge enquiries.

Key dates:

- June 30, 2021** - 1800 AEST planned outage (no enquiries can be lodged from this time until the NextGen system goes live on July 1).
- July 1, 2021** - 0600 AEST NextGen referral service goes live.
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Tackling the skills/ safety challenge the key to success for WA innovator



John Feary profiles CCF WA Member Enviro Infrastructure's General Manager David Schlueter, who is also on the CCF WA Board.

It's often said that small-scale contracting is a primary source of innovation in construction. Many small businesses achieve success primarily because of their ability to devise smarter and better ways of doing business.

Enviro Infrastructure is making its mark in the Western Australian civil construction sector, and particularly in its focus on state and local government markets, by tackling the jobs that many prefer to avoid.

The mid-tier company, based in Bibra Lake with branches in Port Hedland, Margaret River and New Zealand, specialises in infrastructure maintenance, civil construction and railway safety management work in high-risk, high-compliance environments.

Enviro's service offering includes infrastructure maintenance, including refurbishment of roads and rail bridges, civil construction covering bridge works, site preparation, retaining and concreting as well as steel fabrication including workshop and site welding of ferrous and non-ferrous metals.

Its general construction and licensed building works including structural erection, first and second fix carpentry, finishing trades and property maintenance services.

Additionally, it offers rail safety management including the preparation and submission of safety management plans and provision of track protection officers for the metropolitan Public Transport Authority and state-wide Arc Infrastructure networks.

Enviro was founded in Port Hedland just over a decade ago by managing director Phil Dawson, a New Zealander who had

moved across the Tasman with the ambition of setting up a company that would apply the skills he had learnt working in construction in his homeland to WA's booming resources and general construction sector.

He was joined by Matt Gannon, another Kiwi who had worked alongside him on sites in the Waikato region and also decided separately to chase the greater opportunities in the wild west. Mr Gannon later became Enviro's chief financial officer.

The triumvirate of young men - all in their early thirties - running the company was completed when they invited David Schlueter to join them.

Mr Schlueter, a West Australian, met the other two while working as site supervisor for steel fabrication and erection on a Port Hedland project where Mr Dawson had won the carpentry package. "We worked on the same sites and got to know each other through the projects we delivered," he said.

"After they left Hedland, I worked for BP and had my own business working in aviation until the lads got in contact and asked me to come onboard."

Mr Schlueter, after a childhood in the idyllic seaside environment of Yallingup where his parents are teachers and prominent community leaders, had been working as a rigger and machine operator on stations, camp construction and similar projects around the remote areas of the Pilbara and Kimberley. From small excavators and skid-steers, he had graduated to operate a wide range of equipment including diggers, loaders and rollers.

He began with Enviro as operations manager in 2014, primarily to take charge of the development and implementation of the company's integrated management system. He was appointed a director in 2019 and is now general manager.

Mr Schlueter has also taken an active role in shaping and supporting the construction sector's policy and advocacy agenda as a CCF WA board member since 2019.

Enviro's expertise was recognised in 2017 with the presentation of a state CCF Category 1 Earth Award for the refurbishment of the Haydn Bunton Drive bridge over the Perth-Fremantle rail line in the heart of Subiaco for Main Roads WA.

To counter the significant risks to workers, the high-voltage overhead power infrastructure and the orderly operations of the whole urban railway system, Enviro designed, built and installed a custom bridge clamp system that provided safe access walkways and temporary rail protection hoarding. Its slurry control system that allowed civil works and concrete cutting to be undertaken simultaneously is believed to have been the first in WA, if not the country.

Several cost and time-saving measures proposed by Enviro enabled MRWA to expand the scope of work to include profiling and resurfacing of the bridge deck, additional paving repairs and ancillary works.

For another major contract with MRWA, undertaking structural refurbishment and safety improvements to the Beach Road bridges over the Mitchell Freeway and Perth-Joondalup rail line in Hamersley, Enviro fabricated and installed new guardrails and electrification protection screens. The installation of the electrification protection systems was done while traffic continued to flow on the freeway and in strict coordination with commuter train movements.

"We pride ourselves on delivering projects which are 'out of the box' and require multiple construction disciplines delivering works in challenging areas," Mr Schlueter said. "We specialise in works where the MRWA live traffic and the PTA live electrified rail interact or interface."

Enviro gained a significant community profile with its recently completed installation of a 21m-high outdoor exercise and viewing staircase for the City of Joondalup at Hillarys.

"We pride ourselves on delivering projects which are 'out of the box' and require multiple construction disciplines delivering works in challenging areas."

Dubbed the "Jacob's Ladder of the North", the stairway project required Enviro to prefabricate and treat the modularised structural steel decking and stairs, balustrade and roof panels offsite and organise for them to be craned into position and installed without damaging the area's sensitive dune vegetation and protected tuart trees.

Enviro developed a detailed project environmental plan covering all work on the site, while also liaising closely with the Joondalup council to identify and control all heritage and environmental issues.

"We pride ourselves on offering practical, safe and cost-effective solutions to client requirements," Mr Schlueter said.

While it operates in sectors where all contractors must maintain a strong focus on HSEQT (health, safety, environment, quality and training), Enviro has gone further than most in applying its service delivery model.

"As a self-performing head contractor, we inherit most of the risk associated with all levels of the delivery of our projects," he said. "We do not transfer risk to subcontractors, and this results in a requirement for our team members to be highly trained, highly capable and able to adapt rapidly to new processes."

His role as general manager makes him responsible for the development, implementation and management of the company's integrated management system as well as human resources and HSEQT.

"I'm heavily involved in business development and customer relationship management, and I assist the managing director with corporate and HSE risk identification and management.

"As part of our IMS development and certification, one of my favourite focus areas has been the development of our online



learning management system (OLMS) and the roll-out of our supporting internal training modules.

“Due to the all-in-one nature of the work we were doing, I moved into site management and ended up focusing on HSE and training, emergency management and project management, completing various short courses along the way.

“I am currently studying a graduate certificate in Project Management, trying my best to catch up on the tertiary education side of things.”

The company has also recruited a learning and development manager to further develop that side of the business for the benefit of employees and its clients.

Mr Schlueter credits the Enviro’s rapid growth to its extremely hard work over the last five years to build a performance-driven, motivated and adaptable team and position itself in market spaces where it can provide value for its clients.

“We strive to offer our clients an end-to-end service encapsulating all aspects of project planning and delivery,” he said.

“I think this capacity to take a project and run with it has been instrumental in our growth. We don’t pigeonhole our services.

“We have a fantastic team who take great pride in their work and that shows in the repeat business we get from our major client base.”

“It was drummed into me from a young age that service to your community and to your country is vital.”

Fitting the company’s commitment to tackle every challenge, “and give it 100 per cent”, Mr Schlueter retains the commitment to community service he learned from his family in the South West. A volunteer firefighter for some 15 years, he has transferred his focus this year to the marine rescue service in Augusta.

“It was drummed into me from a young age that service to your community and to your country is vital,” he said.

“As the business has grown, I have not been able to be as active as I would like. But I try to keep my foot in the door and attend training and events or incidents as much as possible.

“I split my time between Perth and Augusta, and having grown up in small country towns I cannot overstate the value of volunteers and the work they do both regionally and in the metropolitan area.”

Haldon Industries launches in WA



Haldon Industries (Haldon) has brought its innovative environmental engineering solutions in water treatment, liquid waste, groundwater dewatering and remediation services to Western Australia under the leadership of Michael Minter as State Manager.

Haldon has been based on the east coast for several years and has established itself as market leaders in the provision of bespoke environmental engineering solutions. The team of scientists and engineers has delivered cost-effective, innovative water treatment solutions across a wide range of applications, including mining, major civil and infrastructure projects, PFAS treatment and the delivery of regional drought relief infrastructure – all of which are key target areas for this stage of Haldon’s expansion into Western Australia.

Sean Halpin, Commercial Director, said under Mr Minter’s leadership, Haldon Industries is well placed to challenge the status quo of water treatment solutions in the WA Market.

“With his focus on building client relationships, project delivery and business development, I am confident Michael will be able to drive better solutions for our clients. He will play a key role in solving our WA clients’ challenges,” Mr Halpin said.

“Our focus will be on clients – building lasting client relationships, expertise – leaving a legacy and challenging the status quo – leading the way in the development of cost-effective, pragmatic and sustainable solutions.”

“Already, there is a lot of excitement in the air, we have secured our first major project locally and we are well placed to capitalise on opportunities.”

Do you have employees in the Civil Construction Industry?
 Arrange a meeting with one of our civil experts today to discuss traineeship options available to suit your company’s civil needs.

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- ✓ RII30919 - Certificate III in Civil Construction (Road Construction and Maintenance)
- ✓ RII30919 - Certificate III in Civil Construction (Bituminous Surfacing)
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*The Construction Training Fund provides funding support for training of eligible workers in the construction industry. We acknowledge the support of the Construction Training Fund in reducing the costs of training for eligible workers.

RTO CODE: 45621

Dieci is mixing up the market

While CCF WA Member Dieci is well known for telehandlers in Australia, they also manufacture a broad range of truck mixers.

Designed with the same quality Italian design as their telehandlers, Dieci’s range of truck mixers offer robust construction and industry standard components. Built with the Dieci PX off-road chassis, these machines have proven their tough off-road capabilities against Australia’s harshest environments.

With over half a century of experience as evidence of their great reliability, Dieci truck mixers are ideal for use in mining, infrastructure, remote or regional sites, and where concrete or similar materials are required.

Dieci Australia offers a variety of mixer sizes to suit all types of applications, including the F7000, with a capacity of up to five cubic metres, to the midrange L4700 and L3500. These vehicles are further categorised by their manoeuvrability, compactness and agility, along with the high thickness of steel used for the mixing drum, which guarantees dimensional stability and a long life.

All models have 4-wheel drive and 2- or 4-wheel steering, along with a fully enclosed cab with air conditioning capabilities and reversible driver’s seat. Dieci truck mixers can also be modified to suit customers’ needs.

With the mixers’ ability to self-measure and load, the need for remote concrete batching plants is no longer required. Due to the proven design of the spiral blades, ingredients can be mixed to an



extremely high degree of precision while being poured into the drum, creating a perfectly homogeneous result every time.

Dieci heavily invests in safety, therefore each truck mixer has been manufactured to meet local Australian design and compliance standards. The company has an independent external engineer who signs off on every new machine or attachment that comes out, including attachments developed by Dieci.

Dieci truck mixers are available across Australia through the Dieci Australia dealer network. For more information, contact Kim McClymans on 0499 100 920 or visit www.dieciaustralia.com.au.



Industry celebrates Award winners

The Western Australian civil construction industry celebrated its eleventh annual CCF WA Industry and Training Awards Gala Dinner on Friday, April 16, at the Perth Convention and Exhibition Centre with a record 68 nominations across 18 individual and corporate award categories. The event was attended by more than 430 people from 50 civil construction and associated companies and government agencies, with the Minister for Education and Training, the Hon. Sue Ellery MLC as guest of honour presenting the training awards.

CCF WA Chief Executive Officer Andy Graham said it was an honour to have Minister Ellery in attendance and participating in the training award presentations. "After the disappointment of having to cancel the awards night last year, it was a great thrill to see such a fantastic response this year, with 68 exceptional nominees. By taking the time to nominate and be part of this celebration of individual and corporate excellence in our industry, you have all helped ensure this night is a success."

Mr Graham said the event was made possible thanks to the support of major sponsor Dial Before You Dig and supporting sponsors Zenith Search, Iplex Pipelines, Lavan, Construction Training Fund, PSC Insurance Brokers, Major Motors ISUZU, CJD Equipment, Kais Hire, Development WA and the Public Transport Authority of Western Australia.



MAJOR SPONSOR



The Essential First Step.

Aboriginal Engagement Award (sponsored by DevelopmentWA): Central Earthmoving



Dean Mudford (DevelopmentWA), Stephen Broad (Central Earthmoving), CCF WA President David Della Bona.

Centrals has a long-standing history with Aboriginal people. This commitment has given us the ability to assist Aboriginal businesses to set up and provide additional opportunities through the creation of joint venture partnerships, delivering real jobs and commercial opportunities. We're proud of the fact that more than 20% of the Centrals workforce is Aboriginal. Each year, we are committed to increasing Aboriginal participation and delivering new programs to get improved employment outcomes, foster cultural awareness among our team, and build an inclusive workforce. Centrals have clear measurable annual targets, including 25% Aboriginal employees by 2024 to five Aboriginal people in leadership positions by 2024. Centrals recently achieved over 30% Aboriginal employment on two Main Roads projects at Collie and Walebing, and aims to increase its percentage of Aboriginal suppliers and subcontractors to 15%.

Environmental Achievement Award (sponsored by Public Transport Authority): Altona Group



Paul Monaghan (Public Transport Authority of WA), Luke Calder (Altona Group), David Della Bona.

Altona delivered the HY1 package as part of the HMAS Stirling Redevelopment Stage 3A project. Altona's scope of works comprised a major upgrade of the water, fire and wastewater infrastructure on Garden Island. Careful planning and precise execution was required to successfully manage the risks to flora, fauna and the surrounding local ecosystem. During early planning, key endangered/protected native fauna were identified. No works were undertaken adjacent to Rainbow Bee-Eater nesting locations during their 6-month breeding season. Bypass pumping of incoming effluent was carefully managed to eliminate catastrophic environmental release. Pre and post works, water sampling was undertaken to ensure that water quality remained high and that contaminants had not been introduced into potable water systems. Altona's Tree Protection Zones and Wallaby Fencing were used by the DoD as a guide for other contractors.

Workplace Health & Safety Award (sponsored by PSC Insurance): Buckby Contracting



Rod Tonzing (PSC Insurance), Stephanie King (Buckby Contracting), David Della Bona.

Buckby Contracting's commitment to OHS has been evident over the past six years, and have stated that effective methods of communication are the key. Involving employees in OHS decision making, considering and respecting employee ideas and using their feedback to update current procedures and policies gives workers a sense of pride and ownership and are therefore more likely to comply and maintain motivation. There was a 15% reduction in the amount of OHS related incidents between 2019 and 2020 due to the significant efforts and investments into creating safer workplaces by all Buckby employees.

Site Supervisor of the Year (sponsored by Dial Before You Dig): Richard Haddow, DM Civil



David Della Bona, Richard Haddow (DM Civil), Justin Scotchbrook.

Richard creates a strong team dynamic through his thorough understanding of each project's scope, including the coordination and planning of resources, requirements of HSEQ, procurement and logistics. He maps out project sequencing, identifying key milestones and pathways to achieve them and communicates this succinctly to all involved with appropriate notice. Richard leads by example and actively adheres to and promotes company values and culture, systems and procedures. Richard's growth over the last year saw him elevated to Construction Manager, and he was a joint winner of our Employee of the Year award. His advancement within the company and nomination for this award is a result of his drive for excellence at all levels.

Training Employer of the Year (sponsored by Construction Training Fund): Georgiou Group



CTF CEO Tiffany Allen, Kristyn Roberts (Georgiou), Minister for Education and Training Hon. Sue Ellery.

Georgiou provides learning and development opportunities for all employees, with tailored programs designed to identify development needs and encourage personal and career development. All employees are encouraged to drive their own careers, utilising the tools provided by their in-house learning and development team. In 2020, Georgiou's key development initiatives included a Traineeship and Apprenticeship Program where trainees and apprentices work alongside experienced colleagues and supervisors and are coached and mentored on site while gaining relevant skills and knowledge and a Skills Passports competency tool designed to help measure the competency of identified field employee positions, among other initiatives.

Training Coordinator of the Year (sponsored by Construction Training Fund): Dann Evans, WBHO Infrastructure



Tiffany Allen, Dann Evans (WBHO-I), Hon. Sue Ellery.

Dann has more than 16 years' project experience in civil and mining construction, which he now applies to planning, coordinating and delivering consistently effective training and development across WBHO-I's operations. Dann's biggest challenge as Training Coordinator is ensuring that every project site is compliant with all standards whilst limiting the downtime of employees who are waiting for training. He was directly involved in taking the WBHO-I training systems from paper-based to on-line, and implemented a training log-book program to ensure the continuing training of inexperienced operators.



Safety Program of the Year (sponsored by PSC Insurance): Melchor Contracting



Rod Tonzing (PSC), Dylan Ogilvie (Melchor), David Della Bona.

The necessity to foster a workplace culture of strong mental health and well-being was identified when Melchor management received a phone call advising of an employee's death from suicide. This phone call was the catalyst to improve awareness of mental health. Committed to delivering real outcomes for employees, Melchor began working with MATES in Construction (MATES) with its aim to incorporate employee awareness training across the civil contracting business for existing workers, as well as targeting the next generation through apprentice training. Employees across multiple projects have now participated in MATES General Awareness, MATES Connector and MATES ASSIST training.

Women in Civil Award (sponsored by Kais Hire): Tanya Johnson, Red Dust Holdings



David Della Bona, Tanya Johnson (Red Dust Holdings), Kylie Bronleigh (CCF WA)

As an owner of Red Dust Holdings (RDH) and a founding partner in Garla Barna Civil & Mining (GBCM), Tanya has played a pivotal role in GBCM's set up, marketing and strategy of the business. Without Tanya's input and support, GBCM would not have secured their first project servicing the gas industry in the Perth Basin. Tanya regularly networks with stakeholders across the Midwest, representing the company in attending Women in Business and MWCCI events. On high profile projects, she takes on an additional role as Stakeholder Manager, knocking on doors of businesses and residents, and taking calls at all hours to address the concerns and needs of affected stakeholders.

Safety Coordinator of the Year (sponsored by PSC Insurance Brokers): Brad Cole, RJV



David Della Bona, Brad Cole (RJV), Rod Tonzing (PSC).

Brad is a natural leader who engages his colleagues with his positive and knowledgeable contributions. Brad's sensible and calming approach to the changes brought to our business as a result of COVID-19 proved his exceptional capabilities at rapidly adapting to changing processes and implementing them in a manner that became readily accepted by his onsite colleagues. Brad has also been a leader of change, driving the early adoption of our newly introduced online workplace health and safety management system.

Project Manager of the Year (sponsored by Major Motors ISUZU): Declan Tobin, Ertech



David Della Bona, Declan Tobin (Ertech), Frank Johnston (Major Motors).

Declan has 23 years' project management and engineering experience. During his nine years at Ertech, Declan has managed many of the company's most complex projects. His most recent project was the D6 Water Storage Dam at Boddington for Newmont, which involved the construction of a high specification water storage dam with extensive revetment work and pipework. Despite significant challenges Declan exceeded all project goals which included completing the project two months ahead of program, achieving zero recordable injuries, and exceeding forecast margins. Innovation and ingenuity were central to the project's success.

Certificate II Trainee of the Year (sponsored by Construction Training Fund): Cheyenne Cherry, Motivation Civil and Mining Academy



Tiffany Allen, Cheyenne Cherry, Hon. Sue Ellery.

Whilst completing her Certificate II in Civil Construction, Cheyenne has shown she is capable of working independently with minimum supervision, committed to providing high quality service to every project, with focus on health, safety and environment. Cheyenne was identified by Boral as an excellent candidate to join their team. Boral's feedback on her work has been excellent and she has been able to add value to the team from day one, operating safely and following instructions. In a challenging industry Cheyenne has shown the attitude, skills and personality to continue to thrive.

Certificate IV Trainee of the Year (sponsored by Construction Training Fund): Peter McGowan, BMD Constructions



Tiffany Allen, Peter McGowan (BMD Constructions), Hon. Sue Ellery.

Peter McGowan is an accomplished health and safety professional with over 23 years' experience across a wider range of sectors. He is currently the Safety Manager of BMD Constructions Mitchell Freeway Extension project. Completing a Certificate IV in Civil Construction has provided Peter with first-hand experience into the roles of the site-based teams, providing him with the skills to appropriately tailor on site risk management communications. Peter saw the training as an opportunity to understand the civil construction processes and challenges of the supervising crews in the field, as well as the importance of productivity gains and the value of communication and leadership.

Certificate III Trainee of the Year (sponsored by Construction Training Fund): Ericka Maxwell, Traffic Force and Andrew Joynt, Buckby Contracting



Tiffany Allen, Ericka Maxwell (Traffic Force), Andrew Joynt (Buckby), Hon. Sue Ellery.

Currently completing a Certificate III Civil Construction specialising in traffic management, Ericka is a mature age trainee who has demonstrated a great proactive approach and committed attitude towards her training. Ericka has developed an extensive skill set which now sees her involved in many major projects. Ericka has also contributed to many emergency response call-outs across our vast road network working on areas such as Mitchell Freeway. This dedicated team member leads the way for many others by embracing challenges and receives any type of feedback with openness and commitment to learning further.

Andrew has been undergoing his Cert III traineeship with Buckby Contracting since 2020. He is a valued member of our business and it has been our privilege to watch him grow into a capable drainer. Andrew is very motivated to strive to do his best at work. He is well respected by his peers for taking accountability on the tasks he is responsible for on site. Andrew has been continually motivated to upskill, and he is constantly striving to grow through his traineeship. He is willing to undergo any training that adds value to our business, which is greatly appreciated. Andrew is willing to set aside time on site, even during very busy periods.



Plant Operator of Year (sponsored by CJD Equipment): Vincent Dichiera, Enviro Infrastructure



David Della Bona, Vincent Dichiera (Enviro), Keith Shugar (CJD).

Vince is a Civil Construction Supervisor with Enviro Infrastructure, specialising in the deployment and operation of plant and equipment to regional and remote sites throughout Western Australia. Initially employed as an Operator, Vince has redefined the way Enviro mobilise and deploy to sites requiring mobile plant. His knowledge, experience and capacity to understand the constructability factors of projects makes him integral to logistics planning, plant selection, team selection and scheduling. As an MC licensed truck driver, Vince has enabled Enviro to expand its fleet to include prime movers and specialised trailers. He has also allowed the L&D team to expand the internal VOC program.

Apprentice of the Year (sponsored by Construction Training Fund): Joshua Roche, DM Civil



Tiffany Allen, Joshua Roche (DM Civil), Hon. Sue Ellery.

Determined to achieve a trade after his electrical apprenticeship was cancelled due to the housing downturn, Josh enrolled himself in and completed a Certificate II pre-apprenticeship in Heavy Vehicle Servicing. His eagerness and dedication resulted in DM Civil signing Josh up for his Certificate III in Mobile Plant Technology in November 2018. During his study blocks, Josh often attends work before or after classes to continue supporting his team. The skills and knowledge attained as part of his apprenticeship has allowed Josh to work more independently in the field and on remote sites, including at Exmouth and Karratha to assist with demobilisation of plant and equipment.

Engineer of the Year (sponsored by Major Motors ISUZU): Fionnan Beirne, BMD Constructions and Tessa McGrath, DM Civil



David Della Bona, Fionnan Beirne (BMD), Tessa McGrath (DM Civil), Frank Johnston (Major Motors ISUZU).

Fionnan has worked on multiple civil infrastructure projects throughout WA over the last four years. He has been instrumental in the successful completion of the Manning Road to Kwinana Freeway On-Ramp project and is currently working on the \$450 million Tonkin Gap Alliance. Fionnan consistently strives to achieve best project outcomes, including meeting key client objectives. On the Manning Road project, his relationship with client Main Roads was crucial to the successful delivery of several milestones and the overall project. He championed a collaborative team focused on effective, consistent, and transparent communications. This approach ensured proactive solutions were found before challenges arose, significantly improving the ongoing performance of the project.

Tessa has forged her career in civil construction and solidified trust and respect from her peers, clients and key stakeholders. Throughout 2020, Tessa excelled as Project Engineer, notably on Water Corporation's Fremantle Cast Iron Water Main replacement. Adapting and finding solutions in short timeframes were critical for project delivery. Tessa managed changing works, programming and connection requirements through continual innovation and team leadership. She is so attentive to project detail and knowledge that people trust her planning, decision-making and direction. They have confidence that she has researched project requirements and will listen to advice and expertise from her crews. Tessa is always respectful and patient, providing context, facts and solution-focused information.

Admin Coordinator of the Year (sponsored by Dial Before You Dig): Karen Van der Walt, Georgiou Group



David Della Bona, Karen Van der Walt (Georgiou Group), Justin Scotchbrook (DBYD).

Joining Georgiou Group in 2018 as a receptionist, Karen quickly took on overflow work from accounts, assisting in vendor set-up. In 2019, her willingness to take on more responsibility led her into a Site Administrator role where she currently covers two of Georgiou's major WA road projects as well as the Calleya Estate land development project. Karen's strong interpersonal skills are an integral part of her role, evident in the way she manages her relationship with suppliers. Her positive attitude greatly impacts on site culture and she takes any opportunity to further develop in her role, currently undertaking training for document control which will add to the support she can provide.

Aboriginal Civil Trainee of the Year (sponsored by Construction Training Fund): Blair Anderson, Fulton Hogan



Blair Anderson (Fulton Hogan)

Blair Anderson is an Aboriginal trainee at Fulton Hogan undertaking a Traineeship in Civil Construction, working alongside the maintenance team in Bunbury for more than a year. Since starting his employment with FH, he has shown an eagerness and willingness to learn and grow within the industry. Already inquiring about other opportunities within the organisation to broaden his industry experience, Blair was afforded the chance to gain experience within the minor civil works department, to become a leading hand in FH's signs and lines crew and more recently to work as a leading hand on FH's Bunbury routine maintenance truck.



SUPPORTING SPONSORS



Industry & Training Awards Gala Dinner

On Friday April 16, 2021, CCF WA welcomed more than 430 guests to celebrate the eleventh annual CCF WA Industry & Training Awards at the Bellevue Ballroom, Perth Convention & Exhibition Centre. The event was made possible thanks to the support of major sponsor Dial Before You Dig and supporting sponsors Zenith Search, Iplex Pipelines, Lavan, Construction Training Fund, PSC Insurance Brokers, Major Motors ISUZU, CJD Equipment, Kais Hire, DevelopmentWA and the Public Transport Authority of Western Australia. Read more about the winners of the eleventh annual Industry & Training Awards on page 28.



CCF WA Land Development Breakfast

Nearly 100 guests joined CCF WA and presenters at the Land Development Breakfast held on June 8, 2021 at Crown Perth. Guest presenters John Todd (Water Corporation), Jeremy Cordina (Parcel Property) and Dean Mudford (DevelopmentWA) shared some fascinating insights into the outlook for WA's land development sector. The event was proudly supported by Major Sponsor PSC Insurance Brokers and Supporting Sponsors Reece Civil and MJB Industries.



SAVE THE DATE

- CCF WA Earth Awards**
Friday October 1, 2021 | Crown Perth
- CCF WA - Brooks Hire Golf Day**
Thursday November 25, 2021 | Joondalup Resort
- Women in Civil Sundowner**
Thursday December 2, 2021 | Kais Hire, Redcliffe

ALSO COMING SOON (DATE TBC):

- South West Dinner 2021
- President's Breakfast 2021
- Safety Conference

...and more!



CCF WA thanks our valued Partners



Learning courses for the Western Australian civil industry

The Institute of Civil Infrastructure, through a partnership with CCF WA, provides learning solutions tailored to the industry's leading hands, supervisors, managers and executives.

The Institute of Civil Infrastructure, through a partnership with CCF WA, provides learning solutions tailored to the industry's leading hands, supervisors, managers and executives.

With the endorsement of CCF Australia, the Institute of Civil Infrastructure (ICI) was created in response to calls from industry for a program that would strengthen and sustain the industry's need for quality managers.

Launched in 2019 in New South Wales, ICI has proven itself with more than 1,400 continual professional development registrations and offers learning courses across Western Australia.

ICI gives anyone managing people in the civil construction and maintenance industry a structured, continual learning and professional development program that also provides recognised standards.

WHAT ICI OFFERS

A not-for-profit organisation, ICI is governed and managed by civil industry people to provide civil-specific programs for industry participants right across Australia. It's the civil industry's own continual professional development organisation 100 per cent focused on what the people of our industry want and need.

Created for the industry, by the industry, ICI provides civil specific, flexible short course and event-based learning for the new or experienced manager. These courses are for all industry: for leading hands, site supervisors, project managers, contractors, engineers and chief executives.

More than 70 courses are available. A complete course list and booking portal is on the website at www.iciaustralia.com with all learning courses available via live stream across all of Western Australia.

THE ICI LEARNING PROGRAM

The ICI Learning Program is a continual professional development (CPD) program that supports the career progression of civil infrastructure managers— those people who manage or supervise people in the civil industry.

The Program provides a means to continually learn about:

- **Technical Management**, including project management, environmental management and site control.
- **People Management**, including WHS, leadership, workers compensation, managing others, performance management and diversity.

- **Business & Operations Management**, including financial management, commercial and contract management, risk management and systems.

Learning Courses are between 2–4-hour duration delivered in small groups. The Program provides flexibility, with the confidence that what is provided is relevant to the civil industry.

Courses are civil industry specific. Course outcomes are controlled by civil industry leaders, and the learning is provided by experts with civil experience. Here's a couple of the courses:

Negotiation and influencing skills - this 4-hour course equips supervisors and managers to understand the communication techniques involved in influencing and persuading others. You will be able to identify when to apply influencing skills, when and whom to collaborate with and how to negotiate to get the desired outcome.

What every new supervisor & manager needs to know about managing people - this 4-hour course allows you to identify your own strengths and challenges and learn practical techniques to improve and enhance your ability to positively impact your team. You will understand your own leadership style and how it will help you to maximise productivity.

THE BENEFIT OF ICI TO EMPLOYERS

For employers, ICI provides flexible learning solutions for organisations to achieve a competitive advantage, decreased risk profile and help to position companies as employers of choice.

Our flexible Learning Courses enable individuals and teams to close skill gaps. With the courses delivered by civil industry experts via live stream, real solutions to your team's current issues can be addressed.

The Institute's learning program focuses on upskilling supervisors, managers and leaders to improve their decision making. While your company's capability expands, your employees are developing their skills and are more engaged reducing turnover and positioning your company as an employer of choice.

Ask Brentnalls WA

With Tony Monisse

"How can I be strategic in deciding which new business opportunities to go after?"

Clarity on who a business's target customers are, its value proposition and its unique key capabilities are the foundations for business success. This is especially crucial when facing the current capacity and capability constraints.

A challenge facing many West Australian contractors this year is that current market conditions are presenting many more opportunities than there is the capability and capacity to take advantage of these opportunities. Constraints such as finding and retaining staff, and sourcing equipment and supplies are commonplace across the civil contracting industry.

3 Questions Business Owners Should Consider

What becomes important in the current environment is the business' ability to focus on their strategic 'sweet spot' and to pursue the right opportunities in this context. It is important business owners and managers consider:

- Where will you play i.e. who is your target customer?
- How will you win in the market where you will play i.e. what is your value proposition?
- What are the unique capabilities you require that will allow you to win i.e. what key processes, resources and alliance partners are required to win?

Businesses that are not clear on the answers to these questions focus on activities outside of their strategic 'sweet spot' which inevitably leads to waste. Instead of focusing on high payoff activities that support their value proposition, they engage in wasteful undertakings that can be costly to the business. And in an environment of constraint, this could lead to businesses pursuing opportunities which will yield low profits, including bidding for work which they do not have the capability and capacity.

These important strategic questions are what business owners and managers should continue to ask every month, quarter, and year, especially in the current environment, especially if they want to grow a sustainable profitable business.



Tony Monisse is a Director at CCFWA Associate Member firm Brentnalls WA. If you have any questions on any of the above or would like some guidance on forecasting and financial management in your business, please contact Tony Monisse directly on (08) 6212 7200.

Member Profile: ORH Truck Solutions

ORH Truck Solutions Pty Ltd is an Australian owned and operated leading manufacturer of high-quality mining and industrial equipment. They design and manufacture the most innovative and reliable service trucks and water carts, tippers and tray back trucks, skip loaders, water, fuel and general trailers in the industry.

The business specialises in the manufacture of a diverse range of customisable vehicles, which are designed and fabricated on site, to meet each client's individual specifications. All trucks come fitted with state-of-the-art modules, utilising the best equipment available. Modules are built to comply with Australian Standards, mining specifications, and strict environmental and operator safety requirements.

Due to an increase in demand, ORH Truck Solutions have recently expanded its fleet to include a range of new and used trucks, in all makes, models and configurations. It offers a diverse range of high-quality waste equipment solutions, manufacturing refuse truck bodies, static and mobile compaction units, and a variety of skip bins. ORH offer front lift systems, hook lifts, static packers, rear loaders and vacuum tankers.

To match the continually evolving selection of equipment it sells and manufactures, ORH Truck Solutions have recently opened its own 24/7 parts department to meet both the needs of



clients, and provide the latest developments in safety, parts and technology on offer.

If you have any further queries regarding the products and services available at ORH Truck Solutions, visit www.orh.net.au or contact the head office on (08) 9250 2250.

Brooks elevates

The Brooks group of companies has introduced its newest division, **Brooks Access**. Articulated boom lifts are available up to 135ft, telescopic boom lifts are available up to 150ft, and scissor lifts range from 19ft through to 53ft. All elevated work platforms can be ordered to any mine site specifications and are available for short-term, or long-term hire. Clients also have the option of purchasing their own brand new equipment.

"Opening up the Access division has allowed us to become a one stop shop for our clients," Managing Director Stuart Brooks said. "Our clients can now hire or buy all of their equipment through an established family company with a reputation for quality and reliability."

The Brooks Access head office is on the corner of Orrong Road and Murray Road North in Welshpool. The full range of Brooks Access equipment can be viewed at www.brooksaccess.com.au.



Haldon Industries

www.haldonindustries.com.au
3/30 Kearns Crescent, Applecross WA 6153
Phone: (08) 6245 9843
Email: officewa@haldonindustries.com.au
Haldon Industries are market leaders in the provision of bespoke environmental engineering solutions. Its projects are delivered with a focus on innovation, pragmatism and sustainability. Through its business activities Haldon Industries aims to provide positive, tangible impacts on our communities and natural environments.

Halo Civil Engineering

www.halocivil.com
Phone: 0405 338 118
Email: operations@halocivil.com
Established in 2021, Halo Civil Engineering was formed in response to the growing demand for high quality tier 3 civil contractors in Western Australia. With over 30 years' industry and tier 1 experience in Western Australia, Halo's management has created a young and dynamic company priding itself on going above and beyond for its clients.

Network Contracting

www.networkcontracting.com.au
Phone: 0484 781 972
Email: david.moulds@networkcontracting.com.au
Network Contracting is a small family-owned and operated Western Australian based business. It specialises in the construction and maintenance of high voltage and low voltage overhead and underground networks.

Nudge Foundation

www.nudge.ngo
Don Atiken Centre, Waterloo Crescent, East Perth 6004
Phone: (08) 9323 6378
Email: enquiries@nudge.ngo
Nudge is a for-purpose charity that focuses on getting young people into jobs and training opportunities in various industries throughout WA.

ORH Truck Solutions

www.orh.net.au
1 Central Ave, Hazelmere WA 6055
Phone: (08) 9250 2250
Email: reception@orh.net.au
ORH Truck Solutions is a leading manufacturer of innovative and reliable mining vehicles and equipment within Western Australia. Its broad range of vehicles and equipment serves a diverse range of industries; including Mining, Government, Civil & Construction, Transport and Waste Management.

About CCF WA

The Civil Contractors Federation is Australia's peak civil construction industry body. As the voice of the civil construction industry we advocate on behalf of the industry to all levels of government. With branches in all states and territories, as well as a National Office in Canberra, CCF understands the local, state and national issues facing the civil construction industry. CCF has two types of memberships. Contractor Members, who undertake work as civil construction contractors in the civil construction industry; and Associate Members, who provide goods and services to the civil construction industry, or are industry stakeholders (e.g. Govt bodies).

In Western Australia, CCF WA works to ensure:

- You are represented and advocated for – heard at a local, state and national level
- You are informed – provided with sound advice and the latest information
- You are equipped – with access to tools and resources that help your business succeed
- You are connected – our events and publications bring you together with useful contacts, suppliers and each other

CCF WA Membership ensures your business is part of the industry's united voice on civil contracting matters.

CCF WA works closely with state and local governments, and key private sector clients, to address key issues and improve the operating environment for contractors and suppliers. We have strong networks and access to key decision makers at major infrastructure delivery agencies.

CCF WA is committed to ensuring the civil construction industry is professionally represented. It does this by:

- consulting with industry on key issues affecting the industry
- representing the industry on government and industry panels and working groups
- advocating to all levels of government and the private sector through multiple channels.



MEMBER



CIVIL CONTRACTORS FEDERATION
EARTH AWARDS
Excellence in Civil Construction

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*Gala Dinner October 1, 2021 at Crown Perth
Submissions due July 31, 2021*

Enter your project now at ccfwa.com.au/earth-awards/

PSC Insurance Brokers: National Sponsor of Civil Contractors Federation

PSC Insurance Brokers has joined forces with the Civil Contractors Federation to develop a range of services and products to give you insurance cover that meets your unique business needs whilst recognising the importance of reducing the cost of insurance.

We believe insurance is about People, Property and Liabilities and we focus on managing these risks for you.

PSC Workplace Solutions can provide support for CCF members to manage the cost of Workers Compensation claims and support employees with their return to work.

Lower claims cost = lower premiums.

Civilsure is our packaged insurance policy established especially for CCFWA members. It allows you to take advantage of scheme premium rates and lower premiums for extensions such as Principals' Indemnity.

It also includes key benefits that are important to the civil contracting industry including the protection your valuable Plant and Machinery requires. PSC also recognise the importance of managing difficult contractual agreements; we can assist CCFWA members to manage the insurance issues related to contracts.

**For more information contact Jarrad Sewell: (08) 9382 7814
or email: jsewell@pscinsurance.com.au**

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