

# CASE STUDY

## BaptistCare Carlingford



**CULTURE IN  
CONSTRUCTION**

Time for Life. Wellbeing. Diversity.

### Delivery

November 2022

### Project Owner

BaptistCare ACT & NSW

### Main Contractor

Lendlease Building Pty Ltd

### Contract Value

\$84 million AUD

### Contract/Delivery Model

GMP Contract

## Project Overview

Project works consist of constructing 162 one, two and three bedroom Social and Affordable Apartments as well as three buildings with a common Community Centre and Basement. Located between the three buildings will be a large communal open space, children's play area, veggie garden and extensive landscaping. The development will provide a community centre that will also contain offices for BaptistCare staff. The project will also provide the services lead-ins for the future development on an adjacent site.

## Project Initiatives

This project prioritises the diversity, wellbeing and work life balance of the project team up front in project rostering and planning through initiatives including:

- Team members target to work 50 hours per week and are prohibited from working 60 hours or more by the leadership team.
- The roster is developed and implemented to ensure that no team member works more than two consecutive Saturdays and that no Sundays are worked;
- The project operates under a 5 in 7 regime, with fall back options in place to ensure any additional time worked beyond the project program's stipulations is recovered in the two weeks immediately following.
- All team members are provided with wellbeing leave and are actively encouraged by their leadership team to take this leave.
- Family comes first – the team supports family commitments and embeds flexibility in the program and roster to enable team members to balance family and work activities.
- The team implemented a healthy eating and exercise initiative to support physical health.



## The Approach

Leadership has been a critical component in the successful implementation of the initiatives on this project. Lendlease Building has set a policy framework that underpins these initiatives, however the impact is only realised through leadership engagement at all levels of the organisation and on the project team.

Specific focus on this project is given to delivery of the 5 in 7 regime and working hour restrictions for team members through clever programming, flexibility and collaboration. To ensure the 5 in 7 regime is achieved, the following options are available to the team:

After working a rostered Saturday, a team member can elect to:

1. Take a day off during the following two weeks; or
2. Take two half-days off during the following two weeks; or
3. Take four quarter-days off during the following two weeks; or
4. A combination of the above to make up one full day.

## Outcomes and Achievements



Team members report feeling rested, happy and healthy after their weekend. The team works more productively, with less fatigue and higher motivation supporting a healthy workplace.



Site morale is always high and the team works together effectively and united in their approach. Project deliverables such as earthworks and piling have been completed on time and the team continues to chase the next milestone; structure completion.



Team members enjoy working at Carlingford. It is like a second family for everyone. Most importantly, everyone feels safe and included on site.



*The success of these initiatives is clearly seen by the fact that the site team are happy to come to work and operate as a family, looking out for and taking care of each other.*

*A refreshed team results in safe and efficient productivity on site.*



## Contact us

For more information or to get involved in shaping the Culture Standard, please contact us: