

Culture in Construction Digital Toolbox

Purpose

This Starter Pack supports construction businesses to meet [Culture in Construction Standard](#) (CICS) expectations for wellbeing, flexible working, and diversity and inclusion in a practical, risk-led and construction-appropriate way; expanding on the CICS Guides and Toolkits Published by the ACT Government.

This pack is designed for businesses that

- do not already have formal policies on Wellbeing, Flexible Working, or Diversity and Inclusion
- need to adjust existing Wellbeing, Flexible Working, or Diversity and Inclusion policies to reflect CICS commitments
- need to incorporate CICS strategies into their project plans and businesses and effective tools to implement them

What This Pack Does

- Provides simple, low-burden documents that are plug and play
- Supports consistent decision-making by supervisors and managers
- Creates evidence of consideration and learning, not approval rates
- Expands on existing organisational, WHS and Site Management, and HR frameworks

What This Pack Does *Not* Do

- It does not replace the Culture in Construction Standard, associated ACT Government guidance, or existing organisational systems and processes.
- It does not override legislation, industrial instruments, enterprise agreements, workplace policies or safety requirements.
- It does not create additional compliance obligations.
- It does not require every tool in the toolkit to be implemented. Organisations should adopt tools that are proportionate to their size, capability, project complexity and risk profile.
- It does not guarantee approval of flexible working arrangements or specific workforce outcomes.

How to Use This Pack

This toolkit has been designed to support practical, scalable implementation of the Culture in Construction Standard (CICS) across projects and organisations of different sizes and maturity levels. It is intended to complement existing WHS, HR, industrial relations and project management systems, not replace them.

Organisations are not expected to implement every tool at once. The pack is modular and can be adopted progressively based on organisational maturity, project risk profile and available capability.

Adoption Pathway

The Culture in Construction Standard is intended to support continuous improvement. Medium to Large Businesses can adopt this pack progressively using the steps below:

1. **Set Expectations:** Adopt or update your Wellbeing, Time for Life and Inclusion & Diversity Policies and Statements to include the Wellbeing, Time for Life, and Diversity and Inclusion Statements.
2. **Define Organisational Policies:** Establish your organisational Inclusion and Diversity Action Plan (on a page) using the supporting Action Plan Template and Diversity and Inclusion Menu.
3. **Embed into Projects:** Tailor and insert the Project Culture, Wellbeing and Flexibility Plan into your Site and/or WHS Management Plans.
4. **Implement using the tools:** Use the templates and digital tools in the appendices to deliver wellbeing, flexibility and inclusion actions on site.
5. **Monitor real risks and culture:** Use the Monthly Wellbeing Snapshot, Risk Management Matrix and Employee Engagement Survey to track wellbeing, fatigue and inclusion indicators.
6. **Review and govern:** Review trends using the System Health Summary, De-Identified Learning Summary and Leadership Commitments & Governance Guide. Use these tools to assign accountability, review organisational trends, escalate emerging risks and identify opportunities for improvement.
7. **Learn and improve:** Share lessons learned, innovations and successful initiatives across projects, industry bodies and government to support continuous improvement and future policy development.

Minimum Adoption Pathway

Small businesses, subcontractors and project-specific teams are encouraged to start with a small number of practical actions and build capability over time.

1. **Set Expectations:** Adopt or adapt the Wellbeing, Time for Life and Inclusion & Diversity Statements and communicate them to your workforce.
2. **Embed into Projects:** Incorporate the Project Culture, Wellbeing and Flexibility Plan (or relevant sections) into your project, site or WHS management documentation.
3. **Monitor and Respond:** Use the Monthly Wellbeing Snapshot and toolbox talks to identify emerging wellbeing, fatigue, flexibility and inclusion risks and take reasonable action where required.

As organisational capability grows, consider progressively introducing:

- Employee Engagement Surveys
- Stay Interviews
- Site Hours & Roster Planning Worksheets
- Flexible Work Request and Consideration Forms
- Leadership Commitments & Governance activities
- System Health and Learning Summaries

Guidance Note

Evidence of genuine consideration, engagement and continuous improvement is generally more valuable than implementing a large number of tools without meaningful use.

Organisations should adopt tools that are proportionate to their size, workforce, project complexity and risk profile.

Using This Pack with the CICS Framework

This Starter Pack supports:

Time for Life: by managing fatigue, workload and recovery risks

Wellbeing: by reducing stress and improving predictability

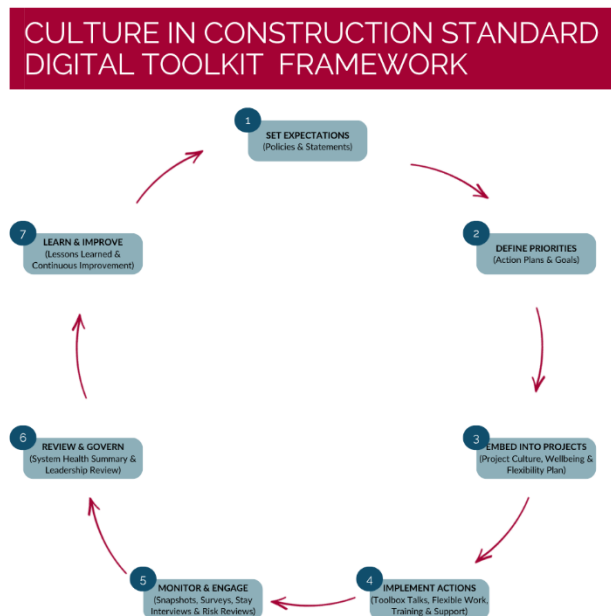
Diversity & Inclusion: by enabling participation of underrepresented groups

Evidence can be demonstrated through:

- use of the documents and tools within the digital toolbox;
- references to wellbeing, flexibility and inclusion initiatives within Project Plans;
- reflection in Monthly Wellbeing Snapshots, Risk Assessments and workforce engagement activities;
- leadership review of trends, risks, actions and improvement opportunities through governance processes;
- lessons learned, innovations and continuous improvement actions arising from the use of the toolkit.

What This Pack Includes

The following tools are available within the CICS Digital Toolkit and can be used individually or together.



Organisational Policies and Statements

- Wellbeing Policy and Statement
- Time for Life / Flexible Working Policy and Statement
- Inclusion and Diversity Policy and Statement

Project Planning and Integration Tools

- Project Culture, Wellbeing and Flexibility Plan (or integration into Site and WHS Management Plans)
- Flexible Working Request and Consideration Form
- Flexible Work for Site Roles – Practical Guide (practical flexibility on site)
- Site Hours & Roster Planning Worksheet
- External Support and Escalation Pathways Sheet

Risk, Monitoring and Reporting Tools

- Risk Register additions (wellbeing, psychosocial, fatigue, culture)
- Monthly Wellbeing Snapshot
- Employee Engagement Survey
- Stay Interviews
- Reporting and Improvements Framework and Flowchart

Engagement and Capability Tools

- Wellbeing Toolbox Talk Schedule and Planner
- Toolbox talk topic guidance and external provider examples
- Early Support and Intervention Quick Guide
- Infographics (bias, language, respect, bystander action)
- Access to Training and Mentoring Programs
- Third-party partnerships (education, community, pathway programs)

- Organisational Inclusion and Diversity Action Plan support resource (goal–action–measure *menu)

System Health, Learning and Industry Reporting

- System Health, Lead and Lag Indicator Summary (organisational / de-identified)
- Leadership Commitments & Governance Guide
- De-identified Learning Summary Template
- Supply-chain culture expectations guidance
- Reporting and Improvements Framework and Flowchart

Template	Purpose	Scorecard Maturity Categories
1. Project Wellbeing, Flexibility / Time for Life, and Inclusion and Diversity Policies / Statements	Sets expectations early and visibly	Leadership; Organisational Goals
2. Wellbeing, Time for Life, and Inclusion and Diversity Risk Matrix Additions	Embeds wellbeing, flexibility and culture into risk thinking	Reporting Systems & Processes; Accountability
3. Project Culture, Wellbeing and Flexibility Plan (incl. Early Intervention, External Support & Escalation Pathways Sheet)	Turns commitment into delivery and provides clear help pathways	Organisational Goals; Environment & Support; Communication
3.a Monthly Wellbeing Snapshot Template	Ongoing monitoring of wellbeing, fatigue and culture risks	Reporting Systems & Processes; Accountability
3.b Monthly Employee Engagement Survey Template	Consultation with workforce to test and expand on snapshot findings	Engagement; Communication; Innovation & Learning
3.c Stay Interview Template	Identifies retention risks and what supports people to stay	Engagement; Accountability; Innovation & Learning
3.d System Health, Lead & Lag Indicator Summary Template	Aggregates project data into organisation and industry learning	Accountability; Reporting Systems & Processes; Innovation & Learning

3.e Leadership Commitments & Governance Guide	Provides a structured process for leadership review, accountability, escalation and continuous improvement activities informed by toolkit reporting.	Leadership; Accountability; Reporting Systems & Processes; Innovation & Learning
3.f De-identified Learning Summary Template	Captures and shares lessons learned to inform future initiatives	Innovation & Learning; Reporting Systems & Processes
3.g Monitoring, Improvements and Continuous Improvement Framework	Shows how reporting leads to escalation, action and learning	Reporting Systems & Processes; Accountability; Innovation & Learning
3.h Site Hours & Roster Planning Worksheet	Proactive planning of sustainable working hours	Environment & Support; Organisational Goals
3.i Wellbeing Toolbox Talk Schedule / Planner (with Facilitator and Content Provider List)	Consistent delivery of wellbeing, flexibility and inclusion topics; structured engagement with providers	Communication; Engagement
3.j Flexible Work Request and Consideration Form	Consistent, fair and documented consideration of flexible work	Communication; Accountability
3.k Flexible Work for Site Roles – Practical Guide	Supports fair, consistent and safe flexible work decisions on site	Environment & Support; Leadership
3.l Equitable Facilities Infographics	Clear guidance for inclusive amenities and PPE	Environment & Support
3.m Supply Chain Culture Expectations Guide	Sets consistent culture and behaviour expectations across subcontractors and suppliers	Communication; Engagement; Accountability

4. Diversity and Inclusion Menu

Supports organisations to build a clear Inclusion and Diversity Action Plan by selecting practical goals, actions and measures.

Leadership; Organisational Goals; Environment & Support; Communication; Engagement; Reporting Systems & Processes; Accountability; Innovation & Learning

5. Industry Case Studies

Highlighting initiatives that are working in the industry to promote wellbeing, flexibility, or diversity and inclusion, lessons learned and advice for industry.

Lendlease: CIT Woden
SHAPE Australia: Equitable Pay