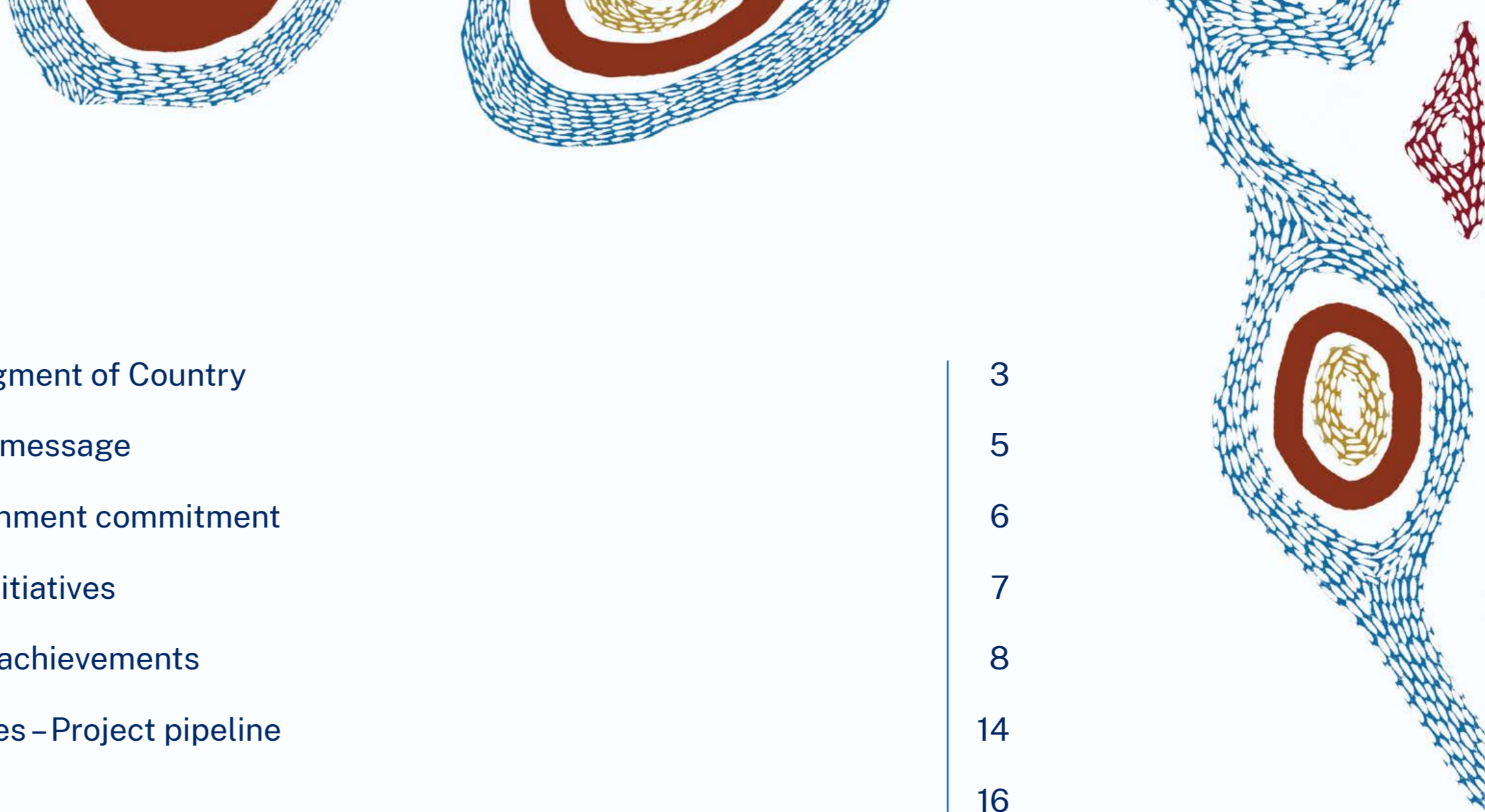


Transport  
For NSW

# Aboriginal Participation Strategy

2023-2025





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## Acknowledgment of Country

We recognise and acknowledge that modern New South Wales is an overlay on Aboriginal land and that many of the transport routes of today follow song-lines, trade routes and ceremonial paths which Aboriginal Peoples have followed for tens of thousands of years.

We acknowledge the Traditional Custodians of the lands and waterways where we work and the places in which we live.

We celebrate the Aboriginal Peoples' unique culture and spiritual relationship to the land and waterways, including their rich contribution to Australia throughout history.

We acknowledge that Aboriginal businesses and Peoples are vital to the workforce and supply chains as part of the New South Wales economy.

We pay sincere respects to the Aboriginal Peoples of NSW and Elders past and present.

**Title:**

'Our Songlines are Calling'

**Artist:**

Frances Belle Parker (Yaegl)

**Date:**

2019

**Medium:**

Acrylic on Linen

## Artist statement

'Our Songlines are Calling' is a painting which shows the strong importance of our Traditional Songlines when travelling through country. As Aboriginal people, we have navigated the country for thousands of years and in that time our natural travelling routes became our Songlines. This is the country in which the landscape sang us home. Singing, walking, meeting, sharing, and celebrating were regular occurrences when we followed our Songlines. We listened to the Country and in return we were guided safely to our destination. The view featured is an aerial view in a topographical mapping to symbolise various aspects of Country within NSW. The colours used are to represent the varying aspects of the landscape across NSW, the water which runs from numerous river systems towards the coastline, the bush, desert, and mountains. The small linear markings are representative of the tracks we made whilst we travelled our Songlines.



# Secretary's message



On behalf of Transport for NSW, I am proud to present our Aboriginal Participation Strategy 2023-25.

Our Strategy is a key deliverable of our Stretch Reconciliation Action Plan 2022-2025, which outlines our deep commitment to reconciliation as we work towards a more equal and respectful future for Aboriginal and Torres Strait Islander peoples and communities.

Initiatives in our Strategy focus on continued engagement with Aboriginal businesses, the development of new relationships, and playing our part in the growth of the Aboriginal business sector. This Strategy is designed to increase supplier diversity to improve social outcomes, grow NSW's first economy and promote the economic prosperity of Aboriginal peoples and communities in NSW.

Transport for NSW's Aboriginal Participation Strategy is aligned to the NSW Government's Aboriginal Procurement Policy and supports a key priority of our Stretch RAP, to influence community economic development.

Our vision for Reconciliation is one where respect, collaboration and partnerships foster greater inclusion and recognition for Aboriginal peoples across all segments of NSW's vibrant community.

We've made great progress in implementing an Aboriginal Cultural Learning Framework and have significantly improved the level of Aboriginal participation in our infrastructure projects.

With our Aboriginal Participation Strategy 2023-25, we are looking to gain further traction by partnering with industry and social enterprises to promote the sustainable growth of NSW's first economy, and we will continue to look to all parts of our organisation to demonstrate and uphold our commitment to social procurement outcomes.

**Howard Collins**

A/Secretary, Transport for NSW

# NSW Government commitment

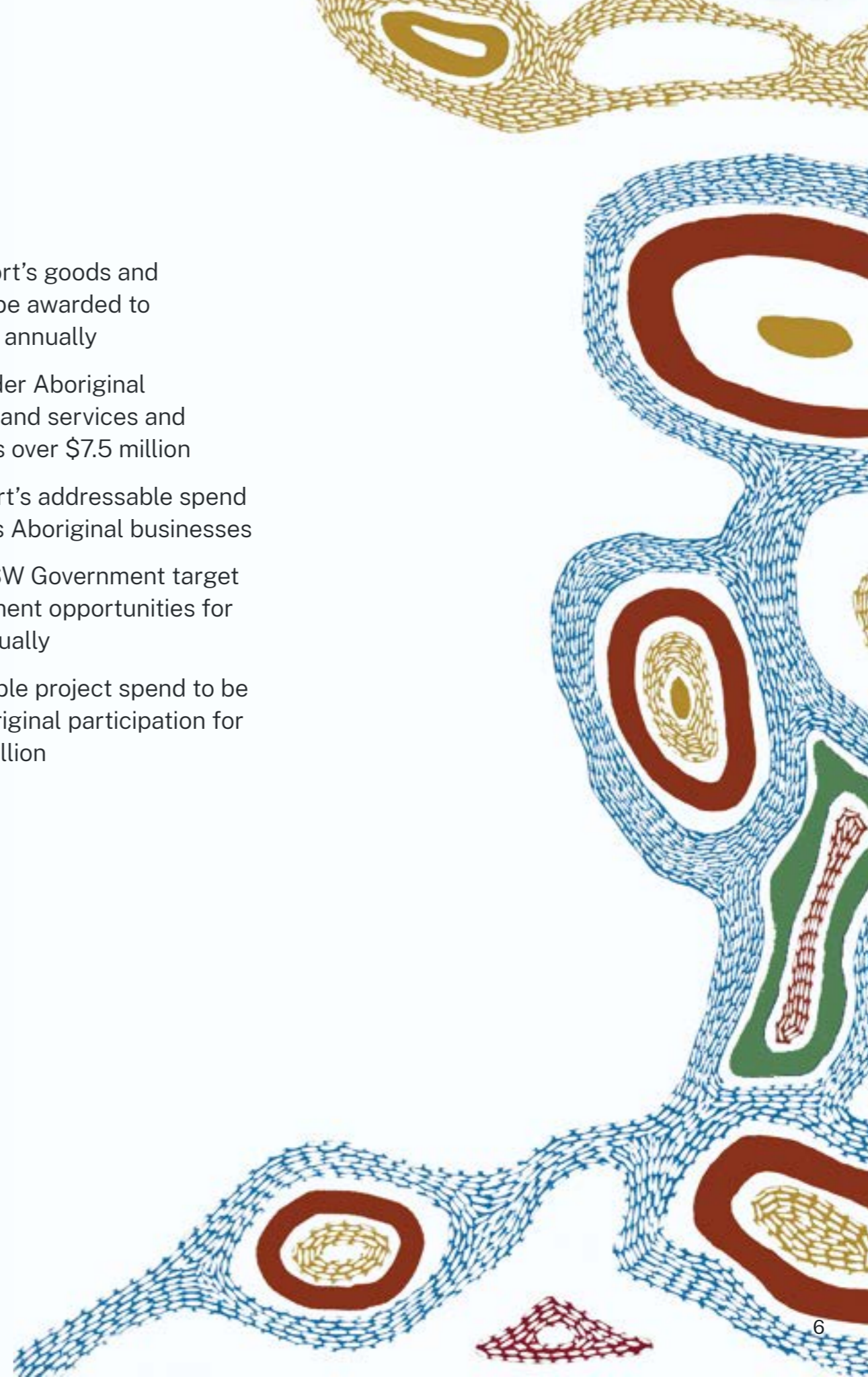
The NSW Government's strategic economic policy 'Growing NSW's First Economy' is underpinned by the Aboriginal Economic Development Framework and Aboriginal Procurement Policy. These policies work together to drive greater participation by Aboriginal people and businesses in the goods, services and infrastructure project supply chain administered by government agencies.

Through the Aboriginal Procurement Policy, Government recognises that its procurement power can be leveraged to grow Aboriginal businesses, increase employment opportunities for Aboriginal people, deliver positive socio-economic outcomes and break the cycle of disadvantage experienced by Aboriginal communities.

Transport is committed to playing its role in delivering the Government's agenda and has already made progress in improving the participation of Aboriginal people and businesses in its supply chains. In delivering this policy agenda, Transport will be measured against the following key performance indicators:

## Our goals

- Aim for 3% of Transport's goods and services contracts to be awarded to Aboriginal businesses annually
- Requirement to consider Aboriginal participation in goods and services and construction contracts over \$7.5 million
- Aim for 1% of Transport's addressable spend to be directed towards Aboriginal businesses
- Aim to support the NSW Government target of 3,000 FTE employment opportunities for Aboriginal people annually
- Minimum of 1.5% eligible project spend to be directed towards Aboriginal participation for contracts over \$7.5 million



# Transport initiatives

Transport is committed to increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes and will be implementing the below initiatives in support of Transport's Stretch RAP:

#	Initiative
1	Maintain commercial relationships with a minimum of ten Aboriginal and/or Torres Strait Islander businesses.
2	Increase goods and services procured from Aboriginal and Torres Strait Islander businesses by 2.5% each year.
3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to Transport employees.
4	Develop and implement a cluster-wide reporting process to capture critical spend, employment, skills development, and participation data in alignment with APP targets and to enable mandatory reporting inherent to the Closing the Gap Indigenous Expenditure Report.
5	Maintain and utilise our relationship and annual corporate membership with Supply Nation and NSW Indigenous Chamber of Commerce to enable Aboriginal and Torres Strait Islander businesses to be more competitive in the procurement space.
6	Develop and implement an Aboriginal Procurement training program to be rolled out across Transport for key procurement functions (sourcing, category, and contract management) as well as targeted business partnering and project delivery roles.
7	Sponsor key industry events to strengthen relationships with Aboriginal and Torres Strait Islander businesses including Supply Nation Connect and relevant Indigenous Business Australia (IBA) events.

A key focus area for Transport over the next 3 years will be working with the Aboriginal business sector, Industry partners and Transport's Aboriginal Engagement Team to improve visibility of Transport's procurement pipeline and enable more opportunities for economic participation. Capability building and the formation of strategic supplier relationships will be critical to the success of this Aboriginal Participation Strategy.



# Transport's achievements

Over the last few years Transport has engaged with Aboriginal businesses and Aboriginal communities whilst proactively increasing awareness of Aboriginal participation in the procurement process.

We are proud to present case studies that illustrate our commitment to working with

the broader community to build and foster business relationships with the Aboriginal business sector. These case studies link to Transport's diverse activities from infrastructure planning through to delivery of the Sydney Metro program.





# Lower Hunter participation strategy – Infrastructure and Place

## Early engagement and collaboration with Aboriginal communities

Aboriginal people in the Lower Hunter continue to experience higher rates of unemployment than the broader community, and other forms of social and economic disadvantage.

Three key Transport projects (Rankin Park to Jesmond, M1 Pacific Motorway extension to Raymond Terrace and Hexham Straight Widening) aim to promote lasting opportunities and capabilities on Awabakal land and Worimi land in Greater Newcastle. These projects are collectively worth \$2.4 billion, with a target of 4.28% of this value going to Aboriginal participation. The targets are to be met through main works contracts and Delivery Partners.

Local and targeted consultation was undertaken to inform potential actions and recommendations. The consultation also provided Aboriginal businesses, government agencies, and the training and employment sector with early information on these projects.

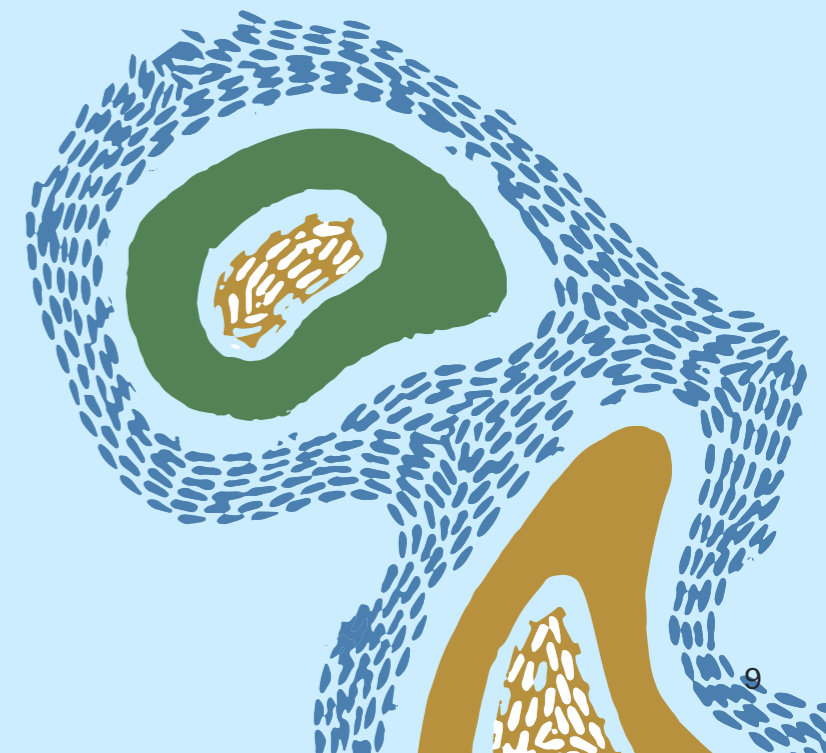
## Importance of Aboriginal engagement

A consistent theme emerging from consultation was the importance of Aboriginal engagement as the key building block for driving Aboriginal participation outcomes across the Transport projects.

Engagement should be authentic and help create meaningful pathways for participation, build a strong base of capabilities and provide a lasting legacy to communities long after projects have been completed. It needs to be part of project culture and ways of doing business.

Transport's Lower Hunter participation strategy should help to create impetus for project Delivery Partners to collaborate with Aboriginal businesses and employees, opening doors to building relationships, and identifying and creating opportunities. One of the aims of Transport's Lower Hunter participation strategy is for Delivery Partners to build capacity and skills legacy by attracting, recruiting, retaining, and developing local Aboriginal employees.

Early, continued engagement and collaboration with Aboriginal, local, and other key stakeholders as part of the planning and delivery phase are the key to success.





# Sydney Metro Aboriginal Participation Plans

Sydney Metro is committed to broadening opportunities for Aboriginal peoples on Sydney Metro projects and acknowledges the significant opportunity present to positively impact Aboriginal and Torres Strait Islander peoples, businesses, and communities. This case study describes Sydney Metro’s approach and highlights some of the successful Aboriginal participation initiatives and outcomes being achieved during the construction of Australia’s biggest public transport project with our delivery partners.

Sydney Metro established a collaborative model working with industry and government to ensure the Sydney Metro Workforce Development, Aboriginal and Industry Participation Plans were developed and implemented. Sydney Metro’s approach to increasing Aboriginal employment and business participation is informed by wider government policies including the NSW Aboriginal Procurement Policy and is underpinned by Sydney Metro’s experience in successfully implementing programs and initiatives to deliver outcomes for Aboriginal peoples. The priority areas in Sydney Metro’s Aboriginal Participation Plans include:

- Skills development
- Industry and jobs participation
- Inclusion
- Inspiring future talent and developing capability



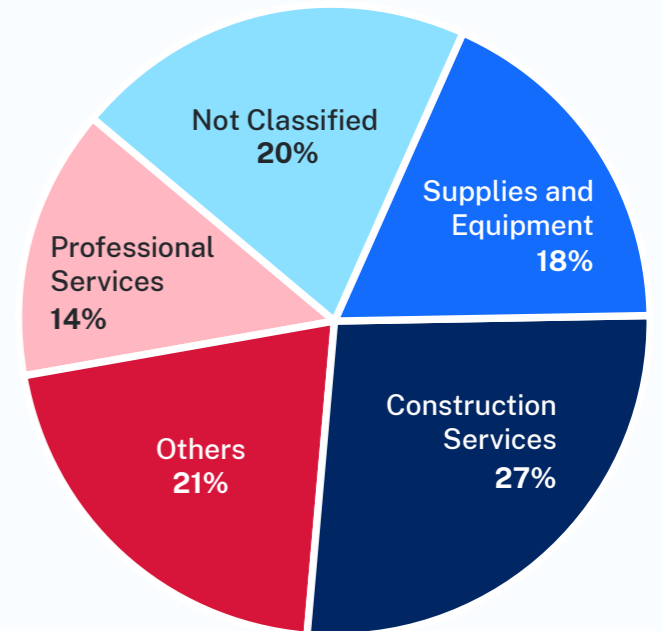
Wider government plans, priorities and policies that align to the Sydney Metro Aboriginal Participation Plans.

As a result of Sydney Metro’s Aboriginal Participation Plans, the following outcomes have been achieved between 2016 and January 2023:

- 2.68% (1,681) Aboriginal participation** in the workforce across Sydney Metro projects
- 1448 workers** in the supply chain have completed Cultural Awareness training delivered by an Aboriginal business
- \$180 million spent with Aboriginal businesses** since implementing the NSW Aboriginal Procurement Policy in 2016. Representing 258% above planned spend to-date.
- 7 Aboriginal business forums hosted** with 292 Aboriginal businesses attending to date
- 12% of Aboriginal peoples** on the project have undertaken accredited training

- 149 Aboriginal apprentices and trainees** which represents 7.5% of all apprentices/trainees
- 11.6% (273) of Small to Medium Enterprises** are Recognised Aboriginal businesses in the supply chain. In 2022, Sydney Metro engaged 84 Aboriginal businesses, 47 of these were new to the supply chain
- Sydney Metro pre-employment program outcomes:**
  - 19 Programs delivered
  - 202 Participants
  - 95% Program completion rate
  - 83% Employed
  - 37% Aboriginal participants

Sydney Metro has delivered quality outcomes for Aboriginal peoples in the following areas in 2022:



Looking to the future, the delivery of Sydney Metro, Western Sydney Airport, and Sydney Metro West stands to bring significant opportunities to Greater Western Sydney which has one of the highest populations of Aboriginal people in the country.



## Opportunities – Project pipeline

The Transport cluster currently procures Circa \$19.8 billion worth of goods, services and infrastructure each year, involving spend on day-to-day operational expenses and across hundreds of infrastructure projects ranging from minor works to mega-projects worth billions of dollars.

The Transport capital program includes a \$76.7 billion investment over the next four years.

We acknowledge that this provides Transport with a unique opportunity to positively impact Aboriginal and Torres Strait Islander peoples, businesses, and communities across New South Wales.

In line with our recent ‘Stretch Reconciliation Action Plan’, Transport recognises and is committed to the creation of opportunities for Aboriginal-owned businesses through our purchasing and procurement processes across the state of New South Wales State. We understand that the benefits of contracting with Aboriginal-owned businesses extends beyond the successful delivery of our contracts, and that we have a significant opportunity to influence the economic prosperity of Aboriginal-owned business along with but the broader Aboriginal community as a whole.

In conjunction with our Stretch RAP, Transport implemented an Aboriginal Culture and

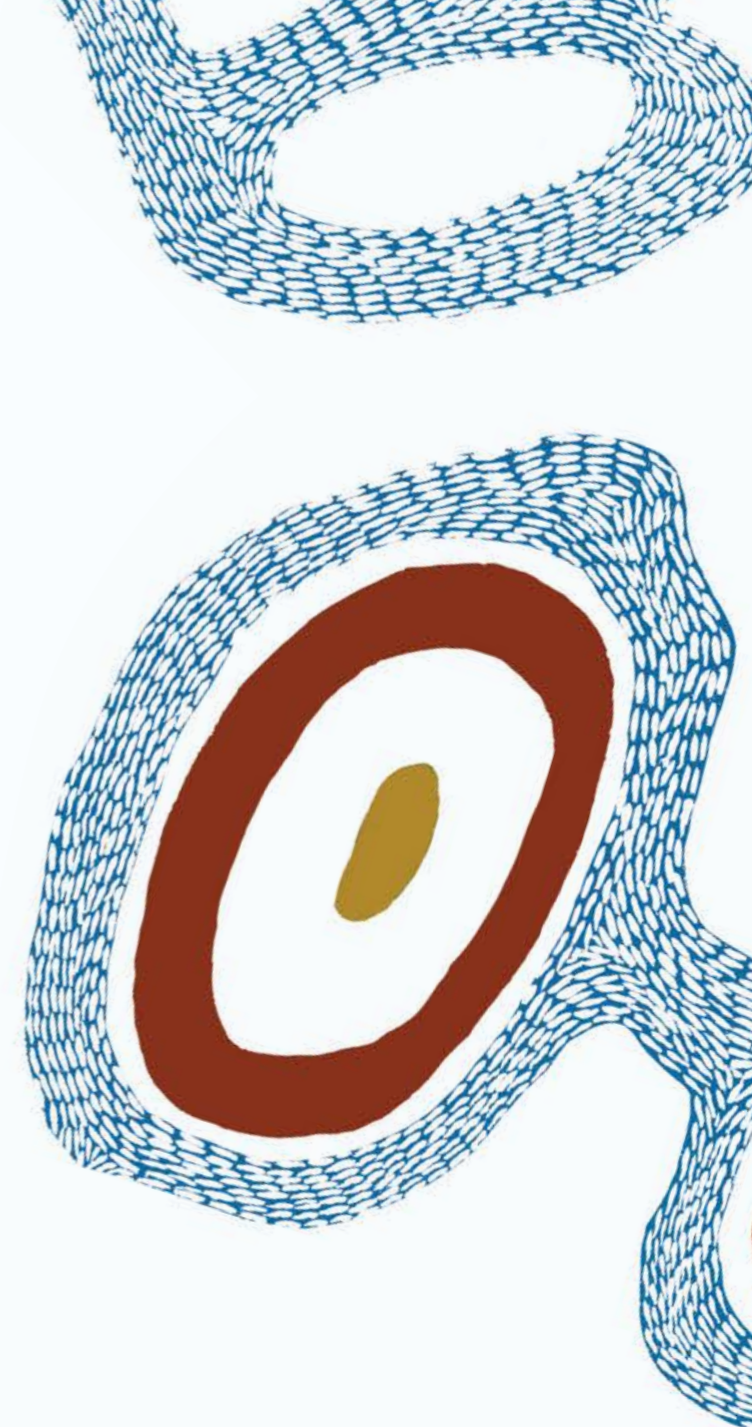
Heritage Framework in 2022, to embed Aboriginal and Torres Strait Islander co-design principles across Transport cluster projects.

Transport is currently in the process of developing an Aboriginal Outcomes Framework which seeks to influence change by ensuring that Aboriginal business and community outcomes are fundamental considerations across Transport planning and operations.

Similarly, Transport is committed to influencing change via this Aboriginal Participation Strategy. We will leverage Transport’s significant procurement and project pipeline to create more opportunities for the engagement of Aboriginal owned businesses. We are committed to understanding the barriers which prevent Aboriginal participation and will implement targeted procurement solutions to promote inclusion and invoke change.

The projects and procurement activity of Transport is very complex and dynamic. If you are an Aboriginal owned business that is interested in working with Transport we encourage you to explore Transport’s project pipeline via [www.transport.nsw.gov.au/projects](http://www.transport.nsw.gov.au/projects).

We would also encourage all suitably qualified Aboriginal owned businesses to register on NSW Procurement e-Tender portal to ensure inclusion on upcoming tenders.







## Definitions

Term	Meaning
<b>Aboriginal owned business</b>	<p>A business that has at least 50% Aboriginal ownership and that is recognised through an appropriate organisation, such as:</p> <ul style="list-style-type: none"> <li>• Supply Nation;</li> <li>• NSW Indigenous Chamber of Commerce (NSWICC); or</li> <li>• Office of the Registrar of Indigenous Corporations (ORIC).</li> </ul> <p>These organisations maintain lists of Aboriginal businesses that are audited and undergo quality assurance.</p>
<b>Aboriginal person</b>	<p>Means a person who:</p> <ol style="list-style-type: none"> <li>i. is a member of the Aboriginal race of Australia; and</li> <li>ii. identifies as an Aboriginal person; and</li> <li>iii. is accepted by the Aboriginal community as an Aboriginal person.</li> </ol>
<b>Contractors</b>	<p>Tier 1: Contractor is a business who supplies products or services directly to Transport for NSW and has more than 500 staff.</p> <p>Tier 2: Contractor is a business who supplies products or services directly to Transport for NSW, or a Tier 1 contractor, and has more than 50 but less than 500 staff.</p> <p>Tier 3: Contractor is a business who supplies products or services directly to Transport for NSW, a Tier 1 or a Tier 2 business, and has less than 50 staff.</p>

Term	Meaning
<b>Addressable spend</b>	<p>Addressable Spend is a category of spend where there are opportunities for agencies to engage Aboriginal businesses. It has primarily been set based on categories of goods and services provided by businesses registered with Supply Nation and NSWICC.</p>
<b>Transport for NSW</b>	<p>Our divisions:</p> <ul style="list-style-type: none"> <li>• Cities and Active Transport</li> <li>• Corporate Services</li> <li>• Customer Strategy and Technology</li> <li>• Finance and Investment</li> <li>• Greater Sydney (Sydney Trains)</li> <li>• Infrastructure and Place</li> <li>• Office of the Secretary</li> <li>• People and Culture</li> <li>• Regional and Outer Metropolitan (NSW TrainLink)</li> <li>• Safety, Environment and Regulation</li> <li>• Sydney Metro</li> </ul>



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