

# Aboriginal Participation case study

May 2022

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. Our approach to increasing Aboriginal employment and business participation is informed by wider government policies including the NSW Aboriginal procurement policy and is underpinned by our experience successfully implementing programs and initiatives to deliver outcomes for Aboriginal peoples.

Our priority areas:

**Skills development** – Building transferable skills for existing and future Aboriginal and Torres Strait Islander employees as well as build the capacity of Aboriginal businesses and support increased socio-economic benefits within local Aboriginal communities.

**Industry and jobs participation** – Increase employment and business opportunities for Aboriginal and Torres Strait Islander peoples through collaborative partnerships and targeted programs.

**Inclusion** – Provide culturally appropriate mentoring and training programs that foster an inclusive workplace and promote diversity.

**Inspiring future talent and developing capability** – Attract and engage young Aboriginal and Torres Strait Islander peoples through community building activities and collaborative partnerships.

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



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# Initiative 1

## Minimum requirements



In 2016, Sydney Metro City & Southwest and the NSW Department of Education, formerly the Department of Industry, agreed to be one of the first demonstration pilots for the Infrastructure Skills Legacy Program (ISLP). Sydney Metro was selected due to the successful implementation of the Sydney Metro Workforce Development and Industry Participation strategy on the Metro North West Line. The ISLP program has now been rolled out across all Sydney Metro projects. Our minimum targets, shown below, support both state and federal Aboriginal participation policies and align with the Transport for NSW Reconciliation Action Plan.

### Supporting the NSW Aboriginal Procurement policy

including minimum requirements for **1.5% Aboriginal participation in all contracts valued at \$7.5 million** or above by requiring one or a combination of the following:

- at least 1.5% of the contract value to be **subcontracted to Aboriginal businesses**
- at least 1.5% of the contract's Australian based workforce (Full time equivalent) that directly contribute to the contract to be **Aboriginal or Torres Strait Islander peoples**
- at least 1.5% of the contract value to be applied to the cost of education, training or capability building for **Aboriginal staff or businesses directly contributing to the contract.**

### Minimum number of Recognised Aboriginal Businesses\*

in the supply chain

### 2.5% Aboriginal peoples

in the workforce

### Promotion of procurement opportunities

All delivery partners must promote all procurement opportunities on the Industry Capability Network (ICN)

### Initiatives to support Recognised Aboriginal Businesses

All delivery partners must implement initiatives that support ANZ small to medium enterprises and Recognised Aboriginal businesses accessing the scope of works within the Supply Chain

### 2% of the contract value

Eligible Spend\* is subcontracted to Aboriginal businesses in the supply chain

### Participation

in Sydney Metro Aboriginal business forums

### Minimum number of local sustainable jobs

for Sydney Metro pre-employment program graduates – supporting the long term unemployed into sustainable employment

### Minimum key resources

Each delivery partner must have an Aboriginal participation resource and Workforce Development manager to drive outcomes during delivery

\* Term: Recognised Aboriginal Business

Meaning: a business: certified or registered as an Indigenous business by Supply Nation (formerly the Australian Indigenous Minority Supplier Council); which is certified as an Indigenous business by the NSW Indigenous Chamber of Commerce; an organisation representing Aboriginal owned businesses in another state or territory that is a member of the First Australians Chamber of Commerce and Industry; or that meets the definition of an Indigenous enterprise under the definition used in the Australian Government's Indigenous Procurement Policy

\*\* Term: Eligible Spend

Meaning: is determined by deducting the value of appropriate exclusions from the contract value. Exclusions may include specialised goods and services with very limited opportunities for Aboriginal participation. The application of any exclusion is at the discretion of the Principal.

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## Initiative 2

### Bid back mechanisms



From lessons learnt, Sydney Metro recognised that outcomes cannot be delivered solely through minimum requirements set by the client. Through the procurement process, Sydney Metro encourages tenderers to bid back their own initiatives and commitments to further drive Aboriginal participation in the workforce and the supply chain. These can include but are not limited to:

**Participation in or development of programs** that support increased capacity of Aboriginal business

**Procurement initiatives** that support Recognised Aboriginal Businesses\* accessing scope of works within the supply chain

**Targeted skills** development, apprenticeship and pre-employment programs

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## Initiative 3

### Collaborative forums and client led programs



Sydney Metro identified that further benefits could be achieved by bringing industry expertise and government partners together. Sydney Metro delivers the following programs and forums in collaboration with industry:

**Established in 2014, the Skills and Employment Advisory Group** members include Sydney Metro delivery partners, along with state and federal government agencies

**The Pre-employment Advisory Group** focuses on the collaborative delivery of the Sydney Metro pre-employment program across all packages of work in delivery

Since 2014, Sydney Metro has developed the Sydney Metro pre-employment program (PEP).

This program is a collaborative model providing accredited entry level technical skills and employability training for the long term unemployed and other under-represented groups in the workforce. The program is designed to prepare job ready candidates for entry-level opportunities. Delivery Partners are required to commit to providing sustainable employment for graduates of the program

**An industry jobs and skills forum** delivered in partnership with state and federal agencies to increase supply chain awareness and engagement in the delivery of local employment opportunities, workforce diversity and skills development

**The Aboriginal business forum** provides opportunities for Aboriginal businesses to gain insights from Sydney Metro delivery partners and their supply chain in relation to upcoming procurement opportunities

\*Recognised Aboriginal business is a defined term in our contracts in line with state and federal policies.

As a result of these, Sydney Metro has achieved the following outcomes (as of May 2022)

**\$112.7 million spent**  
since implementing the NSW Aboriginal Procurement policy in 2016 – 98% above planned spend

**11% of Aboriginal peoples**  
on the project have undertaken accredited workforce skills development training

**2.7% (1,296)**  
**Aboriginal participation**  
in the workforce across Sydney Metro projects

**Six Sydney Metro Aboriginal business forums**  
hosted with over 200 Aboriginal businesses attended to date

**Sydney Metro pre-employment program outcomes:**

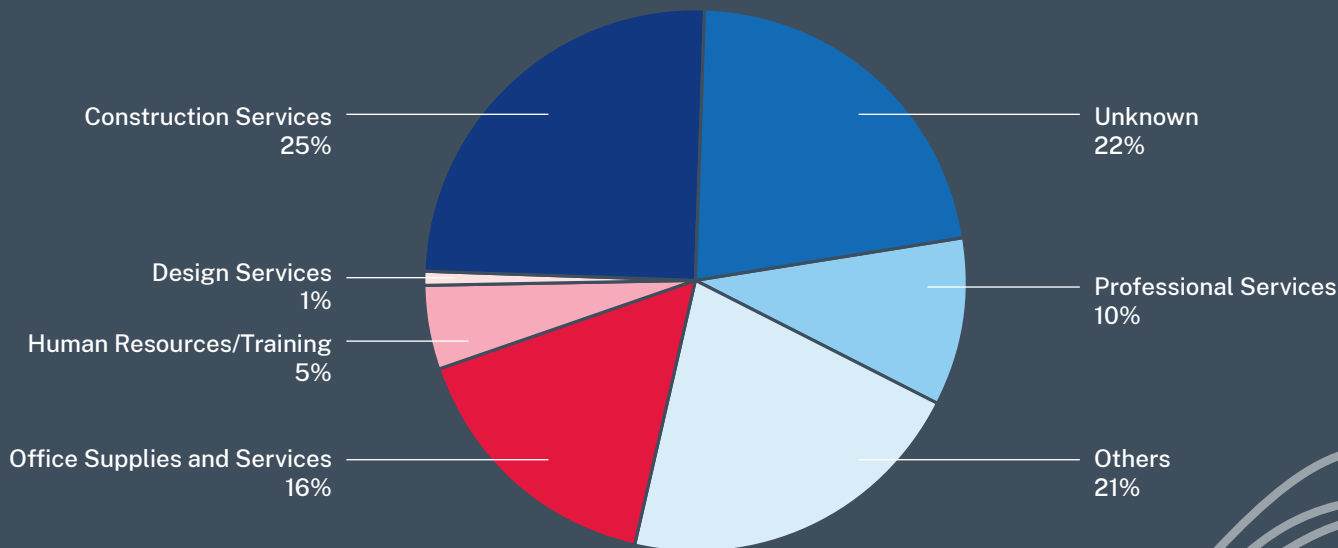
- 16 programs delivered
- 173 participants
- 95% of participants successfully completing the program
- 90% employed
- 42% Aboriginal participants
- 20% female participants

**10.6% (203) of Australian New Zealand small to medium enterprises**  
are Recognised Aboriginal Businesses in the supply chain.  
In 2021, 67 Aboriginal businesses were engaged, with 53 new to the Sydney Metro supply chain.

**99 Aboriginal Apprentices and Trainees**  
which comprise of 9.2% of apprentices/trainees

**Over 850 supervisors**  
in the supply chain have completed cultural awareness training which was delivered by a Recognised Aboriginal business

**Representation of Aboriginal businesses in the Supply Chain as of May 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 peoples in the country. The project’s **Aboriginal Participation Plan** further details our committed approach to Sydney Metro’s contribution to the economic prosperity of Aboriginal peoples and communities.