



Australian Government



**Sydney Metro –
Western Sydney Airport**

Aboriginal Participation Plan



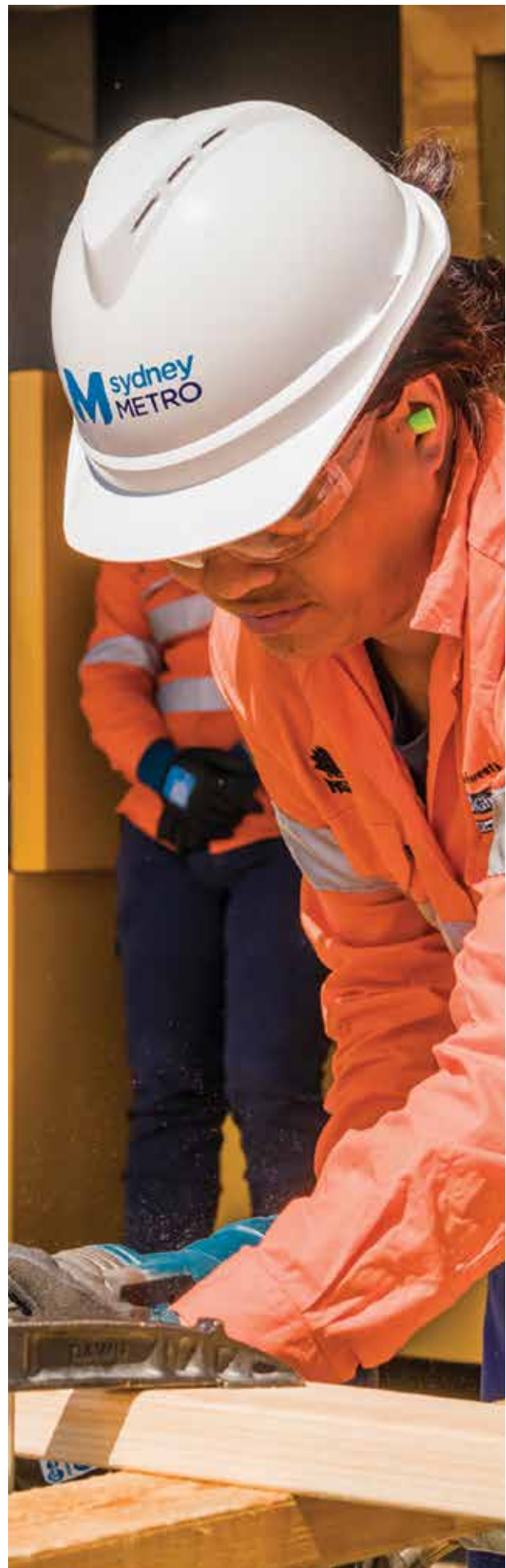
The background features a large, stylized graphic element resembling a winding path or river. It is composed of multiple parallel lines in shades of orange, yellow, and black, with a central line of white dots. The path curves from the top left towards the bottom right. Surrounding this path are large, abstract shapes in teal, dark blue, and magenta, each filled with concentric, wavy lines that create a sense of movement and depth.

Acknowledgment of Country

Sydney Metro pays respect to Aboriginal peoples as the Traditional Owners and Custodians of the land on which we work and live, we acknowledge Elders past and present and recognise the continued connection to the land and water ways.

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Right: Sydney Metro Pre-employment Program participant.

Overview

Sydney Metro is Australia's biggest public transport project, transforming Sydney with a world-class metro.

Sydney Metro - Western Sydney Airport is the new metro railway line which will service Greater Western Sydney, connecting the Western Sydney Aerotropolis and the new Western Sydney International (Nancy-Bird Walton) Airport with St Marys and the existing Sydney Trains suburban T1 Western Line.

The new metro service will become the transport spine for the region's growth for generations to come, with six stations to be built along the alignment at St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal and the Aerotropolis.

The project will connect Western Sydney to greater job opportunities, health and education services, and leisure activities.



Sydney Metro - Western Sydney Airport Construction commenced 2020



Six stations



Connecting Western Sydney International Airport to the rest of Greater Western Sydney



Servicing Greater Western Sydney

Figure 1.1: The current and proposed Sydney Metro lines





Smoking ceremony at Marrickville TBM launch.

Through the engagement of Aboriginal owned businesses within the supply chain and the increase in Aboriginal jobs creation, Sydney Metro has the opportunity to contribute to closing the gaps between Indigenous and non-Indigenous peoples in a variety of areas.

1 Our purpose, priorities and objectives

The Aboriginal Participation Plan describes the significant opportunity the Sydney Metro – Western Sydney Airport project presents to positively impact Aboriginal and Torres Strait Islander peoples, businesses and communities. The plan sets out how the project aims to develop a diverse and inclusive workforce and supply chain by increasing Aboriginal participation through targeted programs that develop both specific technical and generic transferable skills for the jobs of today and tomorrow. A targeted and focused approach to Aboriginal participation will result in a lasting legacy of additional skills for individuals and greater capability and capacity for Aboriginal peoples to respond to these opportunities.

Reconciliation is a major priority of the NSW Government with a number of supporting policies aimed to increase Aboriginal skills and economic participation.

Recently Transport for NSW launched its Innovate Reconciliation Action Plan (RAP), which defines key targets in making a positive difference to Aboriginal and Torres Strait Islander peoples in areas such as employment, empowerment and economic development. Our RAP is aligned with the driven outcomes of the NSW Premier's Priorities and the Public Service Commission Aboriginal Employment Strategy.

Sydney Metro's expectation is that our delivery partners will join us on this journey towards reconciliation by delivering on contractual requirements and further implementing objectives that drive successful outcomes in relation to Aboriginal participation.

Building upon what Sydney Metro is already delivering through Sydney Metro City & Southwest, the Aboriginal Participation plan is achieved through our stakeholders, contractual mechanisms, collaborative client led programs, and further complemented by our contracting partner led initiatives. Sydney Metro's targeted approach is designed in collaboration with industry, community, government, as well as training, education and employment providers to ensure successful delivery and outcomes.

The plan sets out the priorities and objectives to achieve our vision for Aboriginal Participation on Sydney Metro – Western Sydney Airport, highlighting the opportunities to build the capacity and capability of Aboriginal businesses and people through education, training and targeted employment programs.

This plan aligns with commitments specified in state and federal priorities, policies and associated procurement directives, and considers the opportunities to collaborate with wider infrastructure development in the region.

1.1 Government plans, priorities and policies

The following section provides an outline of how the Sydney Metro – Western Sydney Airport Aboriginal Participation plan aligns and contributes to key state and federal priorities, policies and associated procurement directives.

Detailed information relating to these policies can be found in Appendix A.

Collaboration with other major projects, state and federal government agencies and local community stakeholders will be integral to achieving our vision.

This plan also considers wider government infrastructure commitments including, but not limited to, the Western Sydney City Deal to ensure an integrated approach.

Figure 1: Wider government plans, priorities and policies that align to the Sydney Metro - Western Sydney Airport Aboriginal Participation plan



Aboriginal Procurement Policy.

Sydney Metro is committed to broadening opportunities for Aboriginal peoples on the Sydney Metro - Western Sydney Airport project.

Our approach to increasing Aboriginal employment and business participation is informed by the objectives of the Aboriginal procurement policy and our experiences in successfully implementing programs and initiatives on other projects of works.

As of September 2020, 90 per cent of our Aboriginal participation targeted spend has been achieved on City & Southwest and 12 per cent of small to medium enterprises engaged on the project were Recognised Aboriginal businesses.

Sydney Metro will continue to incorporate lessons learnt and work with our delivery partners and wider industry to meet or exceed the key deliverables of the Aboriginal procurement policy.

Figure 2: Alignment between the Western Sydney Airport Workforce Development and Industry plan and Western Sydney Airport Aboriginal Participation plan.



Our bespoke approach

In addition to the application of the Aboriginal procurement policy, Sydney Metro's Indigenous Participation Plan details our approach for alignment with the Western Sydney City Deal. This approach aims to increase Aboriginal representation through the procurement of Aboriginal businesses and the creation of employment opportunities.

Targeted objectives have been tailored which consider the project phases, geographical landscape, resource capability, local communities and workforce profile to drive outcomes consistent with the intent of the federal partnership agreement.

1.2 Collaboration

Aboriginal community collaboration requires a relationship built on trust and integrity; it is a sustained relationship between groups of people working towards shared goals. Engagement with Aboriginal peoples is a key component in overcoming Aboriginal disadvantage and consultation must be conducted. Sydney Metro – Western Sydney Airport provides an opportunity to further develop relationships with Aboriginal communities in a culturally appropriate and inclusive way.

Sydney Metro will ensure that any consultation with Aboriginal communities will be undertaken as a coordinated approach in partnership with other government departments.

As established in the Workforce Development and Industry Participation plan, Sydney Metro has developed key relationships across state and federal government to drive diversity outcomes. Sydney Metro has established relationships with key stakeholders in the region including but not limited to; Western Sydney Airport and Western Sydney City Deal. Sydney Metro is keen to work together to ensure a coordinated approach is developed and delivered to drive Aboriginal Participation in the Western Parklands City. Sydney Metro will also continue to build new relationships with infrastructure projects and other providers in the area who can support this objective.

The objectives outlined in table 1 provide further guidance in relation to achieving clear measures of success related to this priority.

Table 1: Strengthening community relationships and collaboration with invested stakeholders

Objective	Measures of success	Status
Collaborate with stakeholders who have mutual interest in the growth of the project and its outcomes	Increased discussions that support achieving the key deliverables in relation to Aboriginal participation.	Outcome established and in delivery.
	Sydney Metro delivery partners participate in forums and other industry discussions.	Outcome established and in delivery.
	Sydney Metro delivery partners identify key stakeholders and share information in relation to the project of works. Fostering collaboration and a shared vision that benefits the project and the Aboriginal communities and its peoples.	Outcome established and in delivery.
Promote the Sydney Metro project of works, engage in community consultation and increase brand awareness through community connections	Community relationships are strengthened, building trust and supporting increased Aboriginal representation.	Outcome established and in delivery.
	Increased community discussions and consultation.	Outcome established and in delivery.
	Welcome to Country is performed at key events.	Outcome established and in delivery.
	Sydney Metro and its delivery partners participate in key community events.	Outcome established and in delivery.

2 Implementation plan

Sydney Metro – Western Sydney Airport provides a platform to support a diverse and inclusive workforce and supply chain. The implementation of the Workforce Development and Industry Participation plan is supported by the focused objectives of the Aboriginal Participation plan.

The following sections provide further details of the context for each priority, objectives and planned approach for Sydney Metro – Western Sydney Airport.

The Aboriginal Participation Plan aims to increase participation through the following key priority areas:

Priority 1: Skills development

- Building transferable skills of existing and future Aboriginal and Torres Strait Islander employees as well as building the capability of Aboriginal businesses and supporting increased socio-economic benefits within local Aboriginal communities.

Priority 2: Industry and jobs participation

- Increase employment and business opportunities for Aboriginal and Torres Strait Islander peoples through collaborative partnerships and targeted programs.

Priority 3: Inclusion

- Provide culturally appropriate mentoring and training programs that foster an inclusive workplace and promote diversity.

Priority 4: Inspiring future talent and developing capacity

- Attract and engage young Aboriginal and Torres Strait Islander peoples through community building activities and collaborative partnerships.



Sydney Metro school based apprentice.

Priority 1: Skills development

Objectives

- Help resolve immediate and future skills shortages locally and nationally by training and empowering Aboriginal peoples
- Enable existing and future Aboriginal employees to respond to changing job roles and increased skill requirements
- Develop transferable skills of Aboriginal peoples.

Currently in NSW, the construction industry is experiencing a skills shortage due to the significant investment in infrastructure occurring across the state and nationally. With an increasing demand for skilled construction workers, this will provide an opportunity for Aboriginal peoples not currently within the industry to contribute to the provision of a workforce pipeline to mitigate these skills shortages.

In addition to construction skills, the industry also has a huge demand for cross-sector skills such as digital, business and compliance, collaboration and leadership and management. Given the ever-evolving challenges the industry faces, due to factors such as structural change, economic cycles, changing markets and emerging technology, these transferable cross-sector skills are critical for ensuring Australia's workforce can adapt to a changing environment¹. Upskilling Aboriginal peoples with these cross sector transferable skills can support skills development and also contribute to future skills demands.

There are gaps between Indigenous and non-Indigenous educational outcomes nationally. Though the gap between Indigenous and non-Indigenous students meeting national minimum standards in literacy and numeracy has been closing over the past decade, according to the ABS, in NSW in 2017, the apparent retention rate into Year 10-12 was 52.4 per cent compared to 78.9 per cent for non-Indigenous students which is a very significant gap². Sydney Metro programs will need to consider and address these gaps in order to maximise skills development opportunities.



Top: Sydney Metro Pre-employment program participant.

Above: Sydney Metro Pre-employment program participants.

Sydney Metro - Western Sydney Airport has an opportunity to facilitate strategies in closing these gaps by developing targeted and coordinated programs to maximise Aboriginal peoples' skills development to meet current skill shortage requirements and jobs of the future.

Sydney Metro - Western Sydney Airport will work closely with its contractors, key stakeholders and community to develop Workforce Development and Industry Participation programs which drive skills development outcomes and support industry participation amongst Aboriginal peoples and recognised Aboriginal businesses. The objectives outlined in Table 2 below provide further guidance in relation to achieving clear measures of success related to these outcomes.

¹ Australian Industry and Skills Committee, National Industry Insights Report https://nationalindustryinsights.aisc.net.au/sites/default/files/NIIR_National%20Overview%20Report-2019.pdf

² ABS 42221.0 Schools 2017 Table 64a <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/4221.02017?OpenDocument>



An artist's impression of Aerotropolis Station.

Table 2: Priority 1 Skills development initiatives

Objective	Measures of success	Status
Help resolve immediate and future skills shortages locally and nationally by training and empowering Aboriginal peoples	Delivery of Sydney Metro Pre-Employment Programs – 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.	Outcome established and in delivery
Enable existing and future Aboriginal staff to respond to changing job roles and increased skill requirements	Sydney Metro delivery partners will be encouraged to commit to initiatives supporting employment opportunities for Aboriginal peoples. This includes involvement in the delivery of Sydney Metro Pre-Employment Program's with the commitment for local sustainable jobs.	Outcome established and in delivery
	Sydney Metro delivery partners will be encouraged to undertake talent mapping/training gap analysis activities that enable Aboriginal staff to be prepared for upcoming career progression opportunities.	Outcome established and in delivery
	Existing Aboriginal staff and future Aboriginal staff are able to respond to changing job roles and increased skill requirements.	Outcome established and in delivery
	Transferable skills including health and safety, leadership, team work and continuous improvement are embedded in workforce development activities for Aboriginal peoples.	Outcome established and in delivery
Develop transferrable skills of Aboriginal peoples	Sydney Metro delivery partners will be encouraged to undertake succession planning activities that enable Aboriginal staff to be prepared for upcoming career progression opportunities.	Outcome established and in delivery

Priority 2: Industry and jobs participation

Objectives

- Maximise employment opportunities for Aboriginal peoples across Sydney
- Increase opportunities for small, medium and large Recognised Aboriginal businesses to access the Sydney Metro supply chain.

Sydney Metro's approach to Aboriginal participation is based on experience in successfully implementing targets and initiatives which deliver outcomes that drive employment and Aboriginal business participation.

Jobs participation

The Sydney Metro - Western Sydney Airport has an opportunity to drive Aboriginal participation through our scope of works.

Greater Western Sydney has one of the highest populations of Aboriginal peoples in the country. Indigenous people make up nearly five per cent of the population of Penrith City Council, the highest share among the city's local governments. In neighbouring Blacktown City Council, there were nearly 12,000 Aboriginal and Torres Strait Islander people according to the 2016 census, or 3.4 per cent of the population. The project has an opportunity to support local employment of Aboriginal peoples in alignment with the construction activities and associated packages of works..

Aboriginal business participation

Sydney Metro recognises the opportunity infrastructure projects present to increase Aboriginal business participation. This is further supported through wider government commitment as contained within both state and federal policies.

The Aboriginal business sector is strong and thriving; PricewaterhouseCoopers (PwC) Indigenous Consulting (PIC) reported that Aboriginal businesses contribute between \$2.2 billion and \$6.6 billion to the Australian economy.

In June 2016, the ABS reported a total of 2,171,544 actively trading businesses in the Australian market. Of these, 11,592 were identified as being Aboriginal owned with 4,527 in NSW.

The PWC report also stated that the top industries occupied by Indigenous owner-managers (by count) across Australia in 2016³.

- Construction (n=3,006)
- Other Services (n=1,162)
- Administrative and Support Services (n=994)
- Professional, Scientific and Technical Services (n=832).

The number of Aboriginal and Torres Strait Islander business owner managers has increased markedly over the past 10 years, jumping by almost 72 per cent to 11,587 according to data from the 2016 Census of Population and Housing⁴.

To support this government priority, the NSW Government will deliver an Indigenous small business and skills package across the Western Parkland City. The package will include:

- an expansion of the Opportunity Hub in Campbelltown to help connect Indigenous school leavers with jobs;
- a new Opportunity Hub in Liverpool;
- an Indigenous Business Connect Program to support Indigenous people to start or grow a business;
- 50 additional Bert Evans scholarships and mentoring support for young people;
- and a dedicated Aboriginal Enterprise Development Officer Program.

³ <https://www.pwc.com.au/indigenous-consulting/assets/the-contribution-of-the-indigenous-business-sector-apr18.pdf>

⁴ <https://www.abs.gov.au/websitedbs/censushome.nsf/home/2016>



Hoarding Mural in Marrickville and artist.

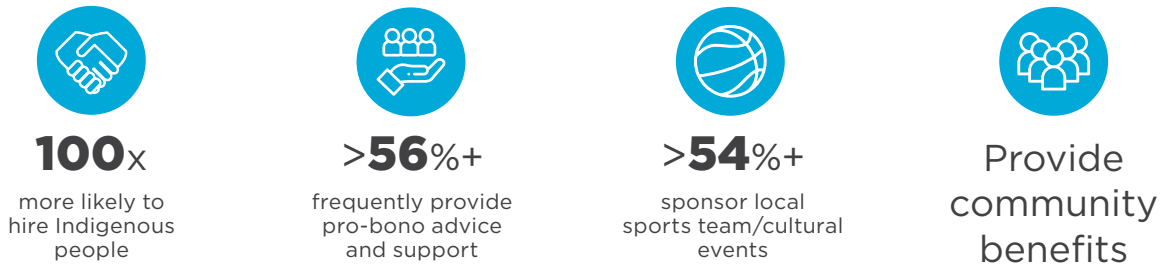
The NSW Aboriginal Land Council (NSWALC) has partnered with the Australian Government, under the Indigenous Business Sector Strategy (IBSS), to design and deliver the NSW Indigenous Business and Employment Hub (the Yarpa Hub). The Yarpa Hub is a one-stop-shop for Indigenous businesses, entrepreneurs and job seekers to build relationships and connect Indigenous people to business and employment opportunities. Employers wishing to hire Indigenous Australians or engage Indigenous businesses in their supply chain will also be assisted to access the most appropriate service or advice. NSWALC will deliver the Hub in close collaboration with the Australian and NSW Governments to ensure Indigenous businesses and job seekers can get the support they need quickly and easily⁵.

In addition to these initiatives, the NSW Government has launched a concierge service to help Aboriginal businesses gain greater access to procurement opportunities in accordance with the Aboriginal Procurement Policy – this service is known as the Aboriginal Business Concierge Service.

Sydney Metro supports initiatives of this type as they can support Aboriginal businesses by increasing their skills and capabilities for participation in procurement opportunities and the supply chain.

⁵ <http://alc.org.au/newsroom/media-releases/yarpa-breakfast.aspx>

Figure 4: The Benefits of engaging Aboriginal Businesses



Source: Supply Nation.

The linkages between Aboriginal owned businesses, the increase in Aboriginal employment rates and the overarching benefits to Aboriginal communities are easily connected as demonstrated in the above infographic released by Supply Nation in their topical paper on Indigenous Business Growth⁶.

Through the engagement of Aboriginal owned businesses within the supply chain Sydney Metro has the opportunity to contribute to closing the gaps between Indigenous and non-Indigenous peoples in a variety of areas. The objectives outlined in the table below provide further guidance in relation to achieving clear measures of success related to this priority.

Table 3: Industry and jobs participation initiatives

Objective	Measures of success	Status
Maximise employment opportunities for Aboriginal peoples across Sydney	Sydney Metro delivery partners will be encouraged to commit to initiatives supporting employment opportunities for Aboriginal peoples within the Western Sydney area.	Outcome established and in delivery
	2.5% Full Time Equivalent (FTE) Aboriginal participation within the workforce with an aspirational target of 3% FTE.	Target established and in delivery
	Sydney Metro delivery partners commit to initiatives which support the retention and development of Aboriginal peoples in employment including but not limited to programs such as the Sydney Metro pre-employment program.	Industry led
	Sydney Metro Delivery Partners will embed a dedicated Aboriginal Participation Resource in line with the scope of work and through the recruitment of an Aboriginal identified role.	Outcome established and in delivery
Increase opportunities for small, medium and large Recognised Aboriginal businesses to access the Sydney Metro supply chain	Sydney Metro delivery partners participate in the Sydney Metro Aboriginal business forum and other activities of its type that support an increase in recognised Aboriginal owned businesses within the supply chain. 2 per cent of the contract value Eligible Spend is to be subcontracted to Recognised Aboriginal Businesses in the Supply Chain.	Target established and in delivery
	Sydney Metro delivery partners consider procurement initiatives that support Recognised Aboriginal Businesses accessing scope of works within the supply chain.	Outcome established and in delivery
	Minimum number of Recognised Aboriginal businesses in the supply chain in accordance with wider Government policies as appropriate to the scope of works.	Target established and in delivery
	All procurement opportunities will be advertised on the ICN gateway.	Outcome established and in delivery

⁶ Source: Supply Nation, Centre for Aboriginal Economic Policy Research, ANU (2014): 'Indigenous employment and businesses: Whose business is it to employ indigenous workers?' (p11); Charles Sturt University and University of Technology Sydney (2014): 'Determining the factors influencing the success of private and community-owned indigenous businesses across remote, regional and urban Australia' (p14)'2

Priority 3: Inclusion

Objectives

- Increase and retain the number of Aboriginal employees working for Sydney Metro – Western Sydney Airport
- Support Aboriginal peoples’ participation in employment and training
- Deliver cultural awareness training for Sydney Metro – Western Sydney Airport.

Sydney Metro – Western Sydney Airport aims to support a diverse and inclusive workforce to maximise these economic, social and cultural benefits.

The use of a mentoring program to support Aboriginal employees has far reaching benefits for not only the mentor and mentee but for an organisation as a whole. Mentoring assists in the attraction, retention and development of Aboriginal staff and can be attributed to adapting organisational culture.

Due to the advantages that a targeted mentoring program can deliver Sydney Metro ensures that our delivery partners provide mentoring programs to their workforce.

Cultural awareness

An appreciation of Aboriginal cultural differences and similarities is important to understand and assist in building relationships. Aboriginal perspectives, behaviour, beliefs, values, customs, and ways of interacting, can differ from other Australians. Having an understanding of Aboriginal culture and how to relate effectively to Aboriginal peoples and communities can benefit the contractor, its workforce and the workplace.

It is for this reason that Sydney Metro ensures that our Sydney Metro delivery partners provide approved cultural awareness training.

The purpose of the cultural awareness program is to increase understanding of Aboriginal peoples cultures and to foster a culturally sensitive environment. This program assists managers to implement efficient and culturally tailored management practices and provides Aboriginal staff with a feeling of inclusion. All supervisors/ team leaders and mentors are required to undertake Sydney Metro approved cultural awareness training.

In addition to cultural awareness training contractors can promote the recognition of significant Aboriginal events and encourage workforce participation in these events. The objectives outlined in Table 4 provide further guidance in relation to achieving clear measures of success related to this priority.

Table 4: Inclusion initiatives

Objective	Measures of success	Status
Support Aboriginal peoples’ participation in employment and training	Sydney Metro delivery partners will be encouraged to provide mentoring to all Aboriginal staff irrespective of their alignment to a JSP or VTEC. This mentoring will also assist in identifying further development opportunities as outlined in Priority 2.	Outcome established and in delivery
Deliver cultural awareness training	Cultural Awareness programs promote education and communicate culturally appropriate practices promoting Sydney Metro as a culturally safe workplace driving engagement and retention initiatives.	Outcome established and in delivery
	Sydney Metro delivery partners acknowledge significant cultural dates and where appropriate these are celebrated (NAIDOC Week, Mabo Day, etc.).	Outcome established and in delivery

Priority 4: Inspiring future talent and developing capacity

Objectives

- Engage young Aboriginal peoples from all educational sectors
- Provide opportunities in STEM related careers for Aboriginal peoples
- Support vocational career development for Aboriginal peoples.

The Aboriginal and Torres Strait Islander population in Western Sydney is much younger with a median age of 22 years compared to the non-indigenous median age at 35 years⁷. As a result of this relatively low median age, the Aboriginal and Torres Strait Islander population of Western Sydney is projected to grow at double the rate of the non-Indigenous population between 2011 and 2031. By 2036, Western Sydney's Indigenous population is expected to reach between 45,000 and 50,000 people.

The recent review of 'Closing the Gap'⁸ reported that there are a 'significant proportion of young Indigenous people not in employment, education or training'. In 2016, 42.0 per cent of Indigenous 15–24 year-olds were not in employment, education or training, with only one-third of these actively looking for work at the time. The report also suggests that 'ongoing disengagement has been linked to future unemployment, lower income and insecurity, placing these young people at risk of social and economic disadvantage and exclusion' this was also supported by Pech et al. 2009⁹.

With the projected growth of Aboriginal peoples in Western Sydney and the need to create pathways to employment and further education, Sydney Metro - Western Sydney Airport has an opportunity to work with local community, stakeholders and partners to work towards preparing future talent and developing a workforce with the understanding, knowledge and skills to prepare for the jobs of now and the future.

7 ABS, 2016 Census Quick Stats. Viewed on 27 August 2018.

Available at: http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/IARE107029?opendocument

8 CLOSING THE GAP: PRIME MINISTER'S REPORT 2018 (p80)

9 Successful youth transitions – BSL <http://webcache.googleusercontent.com/search?q=cache:v9vXNeIy-KQJ:library.bsl.org.au/showitem.php%3Fhandle%3D1/3023+&cd=1&hl=en&ct=clnk&gl=au>



Sydney Metro Pre-employment program participants.



Sydney Metro school based apprentice.

Sydney Metro acknowledges the significant potential to provide employment creation through the mobilisation of this project, whilst being mindful that the overall commitment to increase career pathways will place a strain on the candidate resources due to concurrent projects of works in and around the area. It is for this reason that investment into the development of future talent be explored through a number of entry level options.

Potential pathways to employment and further education could include, but not be limited to:

- Work experience programs
- Australian Apprenticeship options
- Graduate placement programs
- Schools engagement initiatives

While Indigenous enrolment in lower-level qualifications is higher than in non-Indigenous enrolments, there has been a shift away from enrolments in lower-level certificates, with increasing proportions of Indigenous enrolments in higher-level qualifications (Certificate III and above). This is a positive sign, given that employment rates are higher for those with higher-level qualifications¹⁰. New higher level apprentices at Diploma level also provide opportunities.

The NSW Government will support the introduction of these targets by increasing funding for apprenticeships and traineeships in Western Sydney, and for pre-vocational qualifications.

Sydney Metro delivery partners should utilise the various partnering initiatives that have been developed to provide entry level career opportunities and support the growth of developing career aspirations in accordance with the Sydney Metro – Western Sydney Airport project of works.

¹⁰ <http://webcache.googleusercontent.com/search?q=cache:v9vXNely-KQJ:library.bsl.org.au/showitem.php%3Fhandle%3D1/3023+&cd=1&hl=en&ct=clnk&gl=au>

An example of available partnerships is the new Kimberwalli Centre of Aboriginal Excellence near Mount Druitt. This new indigenous initiative will help young people to transition from school to work or further education¹¹.

Other examples include; Career Trackers and Clontarf who both offer a range of support services to Indigenous peoples through education and training pathways and programs.

The objectives outlined in the table below provide further guidance in relation to achieving clear measures of success related to this priority.

Table 5: Inspiring future talent and developing capacity initiatives

Objective	Measures of success	Status
Engage young Aboriginal peoples from all educational sectors	Increased Aboriginal peoples gaining entry level career commencement and targets in accordance with the Workforce Development and Industry Participation plan relating to Work Experience and Graduate Placements.	Committed to and in development
	School engagement initiatives are implemented.	Committed to and in development
	Sydney Metro delivery partners bid back initiatives which support young Aboriginal peoples.	Committed to and in development
Provide opportunities in STEAM related careers for Aboriginal peoples	Higher Education apprenticeships for Aboriginal peoples are piloted.	Committed to and in development
	Increased Aboriginal peoples gaining entry level career commencement and targets in accordance with the Workforce Development and Industry Participation plan relating to apprenticeships and traineeships.	Target established and in delivery
Support vocational career development for Aboriginal peoples	Increased Aboriginal peoples gaining entry level career commencement and targets in accordance with the Workforce Development and Industry Participation plan.	Target established and in delivery

Increasing inclusion through cultural awareness programs assists in building understanding of Aboriginal culture and can benefit delivery partners, its workforce and the workplace.

¹¹ <https://www.aboriginalaffairs.nsw.gov.au/conversations/kimberwalli/faqs>

3 Next steps

This plan will undergo further refinements through the development of the Sydney Metro – Western Sydney Airport project. In accordance with the priority areas contained within this plan the next steps will be to:

- Maintain familiarisation with the corresponding government plans, priorities and policies and the way in which they align to this plan.
- Foster new partnerships with organisations with a mutual interest in our priorities and objectives.
- Continue to consult and collaborate with existing and new stakeholders, including those within the Aboriginal community in collaboration with the Western Sydney City Deal partners to seek feedback and obtain resources to support the delivery of this plan.
- Support the objectives and deliver against the priorities contained within this plan.
- Review existing and potential initiatives and programs to support the strategy.
- Establish a governance framework to ensure implementation of this plan is successful.
- Continue capturing lessons learnt through the delivery of Sydney Metro City & Southwest and incorporate these into the strategy.
- Continue to work with stakeholders for a coordinated approach for Aboriginal participation.



An artist's impression of Airport Terminal Station.

Appendices

Appendix A

Government plans, priorities and policies

Government plans, priorities and policies	Relationship to Sydney Metro – Western Sydney Airport
Infrastructure Skills Legacy Program	<p>The Infrastructure Skills Legacy Program (ISLP) will capitalise on the NSW Government's record levels of infrastructure investment to boost the number of skilled construction workers and create fresh pathways to employment across the state. Sydney Metro City & Southwest has been a demonstration pilot for the program since 2016.</p> <p>One of the Infrastructure Skills Legacy Program targets is to increase Aboriginal participation in the construction industry. Through the tender phase for relevant construction contracts Sydney Metro – Western Sydney Airport will include Aboriginal employment targets for each contract package. Sydney Metro will continue to work collaboratively with NSW Department of Industry as part of our approach to driving Aboriginal Participation for Sydney Metro – Western Sydney Airport.</p>
Aboriginal Procurement Policy	<p>The APP will create opportunities for Aboriginal owned businesses and encourage Aboriginal employment through the supply chain of NSW Government contracts.</p> <p>Sydney Metro as part of its approach to supporting Aboriginal Participation has been setting targets related to Aboriginal employment and businesses since 2016. Sydney Metro intends to publish an Aboriginal Participation Strategy in the future.</p>
Western Sydney City Deal	<p>The Western Sydney City Deal is a partnership between the Australian Government, NSW Government, and local governments of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly. The Deal's objectives include creating over 200,000 jobs, improving education and skills as well as economic, social and environmental development through better transport links and building the new Western Sydney International (Nancy-Bird Walton) Airport and Aerotropolis business, research and education centre. This Centre will include both an Aerospace and an Aerotropolis Institute. These Institutes are in addition to the TAFE Skills Exchange which will train and upskill construction workers during the construction phase. This Sydney Metro – Western Sydney Airport WFDIP plan is closely aligned to and supportive of these objectives. Further information on how Sydney Metro aligns with these goals can be found in Appendix C.</p>
Western Sydney City Deal Annual Progress Report	<p>The Western Sydney City Deal Annual Progress Report provides the detail on the delivery of each of the 38 commitments under the City Deal. Four specifically relate to indigenous people. Specifically commitment J9 Indigenous Business Hub; J10 Indigenous Small Business and Skills Package; J11a Indigenous, social and local participation targets – employment and procurement for construction projects; J11b – Indigenous, social and local participation targets – apprenticeships, traineeships and pre-vocational qualifications.</p>
OCHRE – NSW Government	<p>OCHRE aims to support strong Aboriginal communities in which Aboriginal peoples actively influence and participate fully in social, economic and cultural life.</p>
Aboriginal Affairs Strategy	<p>Sydney Metro – Western Sydney Airport as part of its approach to supporting Aboriginal Participation will set targets and initiatives relating to Aboriginal employment and businesses, supporting Aboriginal economic growth.</p>
Transport for NSW's Aboriginal Participation Strategy	<p>The Transport for NSW's Aboriginal Participation Strategy is aligned with the NSW Government Aboriginal Procurement Policy and Aboriginal Participation in Construction Policy. It provides further context about existing opportunities to enable growth in Aboriginal business engagement and the development of Aboriginal business capacity and capability within the supply chain for Sydney Metro – Western Sydney Airport.</p>

Government plans, priorities and policies	Relationship to Sydney Metro – Western Sydney Airport
<p>Aboriginal Participation in Construction (2018) is superseded by Aboriginal Procurement Policy (2021)</p>	<p>The Aboriginal Participation in Construction Policy (APiC) is a whole-of-government procurement policy creating opportunities for Aboriginal owned businesses and supporting Aboriginal employment and training through the NSW Government construction supply chain. Sydney Metro has incorporated this policy into Workforce Development and Industry Participation requirements since 2016.</p> <p>The APiC policy supports the aims of the NSW Government’s Plan for Aboriginal Affairs, OCHRE (Opportunity, Choice, Healing, Responsibility and Empowerment). It fosters the growth of the first economy and contributes to increased prosperity for NSW’s Aboriginal community through business and employment opportunities.</p>
<p>Transport Diversity and Inclusion Plan</p>	<p>A key objective of the Transport Diversity and Inclusion (D&I) Plan is to contribute to the success of the reform agenda, by providing strategies that will underpin the growth of a customer focussed culture and support development of key capabilities essential to reform such as innovation and employee engagement.</p> <p>The approach taken in this plan fully embraces equal employment opportunity which is pivotal to addressing employment disadvantage for diverse groups, including but not limited to women, Aboriginal peoples, people with a disability and people from culturally and linguistically diverse backgrounds.</p> <p>These objectives have been further contextualised in the Transport for NSW Reconciliation Action Plan (RAP).</p>
<p>National Partnerships Agreement</p>	<p>The National Partnership Agreement applies to land transport infrastructure projects and aims to contribute to the development of a safe, sustainable national transport system that enhances the interconnectivity of corridors (networks) of significant economic opportunity across Australia.</p> <p>As a result of the National Partnership Agreement on Indigenous Economic Participation (the ‘Agreement’), governments made a commitment to incorporate Indigenous workforce strategies into all major Council of Australian Government (COAG) reforms. Through this principle, governments will leverage their investments to drive Indigenous employment outcomes, and contribute to the COAG target to halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.</p>
<p>Aboriginal Procurement Policy (2021) – supersedes the APiC and APP 2018 policies</p>	<p>The NSW Government values the economic, social and cultural contribution of the Aboriginal community in NSW. The Aboriginal Procurement Policy (APP) will contribute to the NSW Government’s strategic economic policy of Growing NSW’s First Economy. Government procurement provides a significant opportunity to increase Aboriginal skills and economic participation.</p> <p>The APP supports the NSW Government Plan for Aboriginal Affairs, OCHRE, and is a key deliverable under the Aboriginal Economic Development framework.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Support employment opportunities for Aboriginal people. • Support sustainable growth of Aboriginal businesses by driving demand via Government procurement of goods, services and construction.

Western Sydney City Deal Goals

Indigenous Business Hub (Implementation Plan J9):

The Australian Government established an Indigenous Business Hub in the Western City, to capitalise on the opportunity for Indigenous businesses and entrepreneurs. The hub will deliver coordinated business support services to support a thriving Indigenous business sector

Indigenous small business and skills package (Implementation Plan J10):

The NSW Government will deliver an Indigenous small business and skills package across the Western Parkland City, including a new Opportunity Hub in Liverpool and an expansion of the Opportunity Hub in Campbelltown to help connect Indigenous school leavers with jobs; an Indigenous Business Connect Program to support Indigenous people to start or grow a business;

50 additional Bert Evans scholarships and mentoring support for young people; and a dedicated Aboriginal Enterprise Development Officer Program

Indigenous social and local participation targets (Implementation Plan J11a and b):

The Australian and NSW Governments will work to adopt Indigenous, social and local employment and procurement targets in construction projects

Sydney Metro Workforce Development and Industry Participation actions

Sydney Metro is keen to work with the Australian Government to utilise the Indigenous Business Hub to further support our approach to increased recognised Aboriginal business participation in the supply chain and refer businesses to existing programs that support business capacity.

The opportunity hub will be a support for the Sydney Metro inspiring future talent and business initiatives.

The skills development and workforce development strategies in this plan directly correlate with the City Plan commitments in these areas.

In addition Sydney Metro will continue to promote awareness of the Bert Evans scholarships where several apprentices on previous Sydney Metro apprentices have been successful.

Refer to priority 2, table 3 for further information on how Sydney Metro applies the Indigenous Social and local participation targets.



An artist's impression of St Marys Station.

Appendix B Sydney Metro case studies

These case studies will provide some insight to the impact of the APiC and how it is affecting Aboriginal peoples and communities

Case study

Sydney Metro Aboriginal Business Forums



Sydney Metro Aboriginal Business Forum.

In 2016, the Sydney Metro established the Sydney Metro Aboriginal Business Forums as a mechanism to support its commitment to increase Recognised Aboriginal Businesses in the wider supply chain.

Aboriginal business networking forums were held in late 2017 and again in April 2018. These forums allow for Aboriginal businesses to keep abreast of upcoming packages of work across the project and network with Sydney Metro delivery partners and the wider supply chain. The forums were attended by more than 100 Aboriginal businesses, tier one and tier two Sydney Metro contractors, and representatives from government agencies. Achievements to date include:

- Four Aboriginal Business forums delivered to date following Sydney Metro Industry Briefings.
- Over 150 recognised Aboriginal businesses participated in the forums.
- Increased engagement and new relationships built between industry and recognised Aboriginal businesses.
- Increased awareness of the types of requirements needed to bid for packages of work.
- Feedback and support to build the capacity of businesses to respond to future packages.
- Several Aboriginal businesses have been successful in being awarded packages of work and/or supply good and services to the wider Sydney Metro supply chain and operations.
- As of October 2020, 62 recognised Aboriginal businesses have worked on the City & South West project.
- Several Aboriginal businesses are now approved suppliers for our delivery partners.
- Sydney Metro delivery partners have built relationships with Aboriginal businesses to support capacity building.
- As of October 2020, 11.5 per cent of SMEs in our CSW supply chain are Aboriginal businesses.
- As of October 2020, 2.4 per cent (511) of our City & South West workforce are Aboriginal People.

Case study

Sydney Metro Pre-employment Program



Sydney Metro Pre-employment program participants.

Sydney Metro's Pre-employment Program helps local and long-term unemployed people find jobs on major transport infrastructure projects. Launched in November 2014, it was awarded the 2015 NSW Premier's Award in the category 'Making NSW a better place to live'. The program provides tailored technical training and employability skills, instilling confidence and increasing communication and team working skills. Training is aligned to specific job roles and existing vacancies with Sydney Metro's contractor partners.

Key partners are Jobactive providers, who source program participants, and Registered Training Providers who deliver the training. To date, 12 programs have achieved a 95 per cent completion rate. Of those who completed the program, 84 per cent gained employment.

Following the precast programs, 12 participants employed in a Sydney Metro pre-cast yard completed traineeships in Process Manufacturing, which has now been added to the NSW Skills List as a result of increased requirements.

Since their commencement on the Sydney Metro City & Southwest project, the tunnel station excavation contractor John Holland CPB Ghella, with support from Sydney Metro, Global Skills Australia and TAFE NSW delivered three civil construction pre-employment programs to diverse cohorts. All 34 participants successfully graduated and were offered full-time employment on the Sydney Metro project, and are currently completing apprenticeships. The model has been recognised as best practice by the Australian and NSW governments, and has been successfully replicated across other industries and jurisdictions.

- 133 participants
- 48 per cent Aboriginal participation
- 52 per cent of participants into traineeships or apprenticeships.
- 95 per cent successful completions
- 84 per cent employment outcomes

Leveraging from the success of the foundational elements of the Sydney Metro Pre-employment Program, Aboriginal specific programs have also been run. Integrating cultural aspects such as Yarning Circles and cultural learnings, the Aboriginal targeted Sydney Metro Pre-employment Programs have provided job opportunities to Aboriginal peoples whilst also ensuring cultural appropriateness and inclusivity.

