



West

Aboriginal Participation Plan



The background features a large, stylized graphic of a winding path. The path is composed of multiple parallel lines in shades of orange and yellow, with a central black band containing a row of white dots. The path curves from the top left towards the bottom right. Surrounding the path are abstract, wavy shapes in teal, dark blue, and magenta, creating a vibrant, organic feel.

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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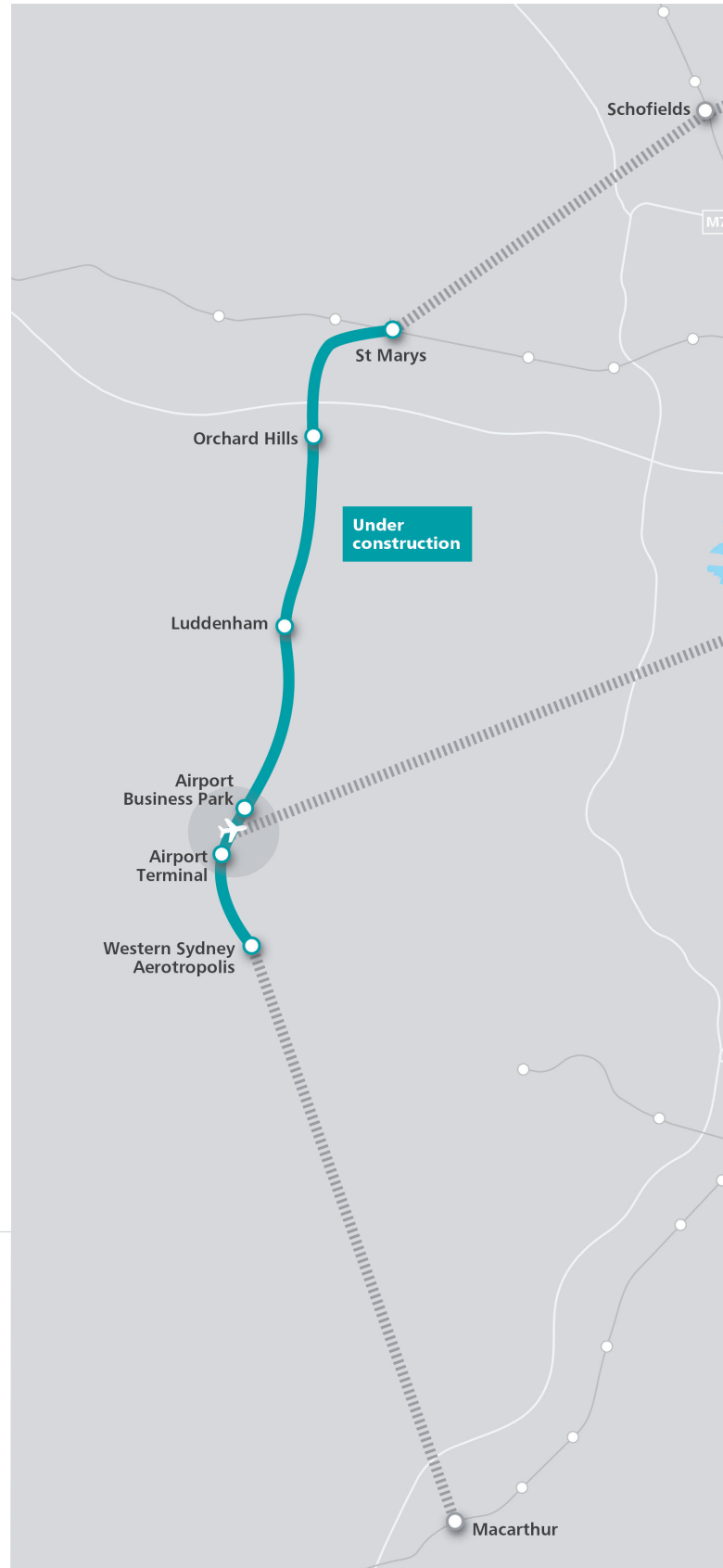



Overview

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

Sydney Metro West is a new 24-kilometre metro line with stations confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street in the Sydney CBD.

This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between the two CBDs, linking new communities to rail services and supporting employment growth and housing supply. The project is expected to create about 10,000 direct and 70,000 indirect jobs during construction.



West 

Construction commenced 2020




		
Eight stations	Connecting Greater Parramatta and the Sydney CBD	Western Sydney population, 2036

Figure 1.1: The current and proposed Sydney Metro lines





Smoking ceremony at Marrickville dive site before a tunnel boring machine launch on the Sydney Metro City & Southwest project.

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 West 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 and enhancing skills development. This is achieved through targeted programs that develop technical and transferrable skills for the jobs of today and tomorrow. A targeted and focused approach to Aboriginal participation will result in a legacy of more 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, and a number of policies to support the opportunity to increase Aboriginal skills and economic participation.

Recently Transport for NSW launched its Innovate Reconciliation Action Plan (RAP), which defines key targets in relation to 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 contained within 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 implementing objectives that ensure targeted measures of success in relation to Aboriginal participation.

Building on what Sydney Metro is already delivering through other projects such as Sydney Metro City & Southwest, the Sydney Metro West Aboriginal Participation Plan is achieved through contractual mechanisms, collaborative client led programs and stakeholders, and is 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.

This plan sets out the priorities and objectives to achieve our vision for Aboriginal Participation on Sydney Metro West, highlighting the opportunities in building the capacity and capabilities of Aboriginal businesses and people through education, training and targeted employment programs.

This plan is also aligned with commitments specified in state and federal priorities, policies and associated procurement directives, as well as the opportunities that will be created across the region to collaborate with wider infrastructure development.

1.1 Government plans, priorities and policies

The following section outlines how the Sydney Metro West Aboriginal Participation Plan aligns with and contributes to 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 and government departments will be integral to achieving our vision. These include but are not limited to; The National Indigenous Australians Agency, Aboriginal Affairs NSW Department of Industry, Department of Education, Skills and Employment and Department of Premier and Cabinet, as well as key community organisations and local Aboriginal Land councils in addition to those mentioned within the Workforce Development and Industry Participation Plan.

This plan takes into consideration wider government infrastructure commitments including, but not limited to the Western Sydney City Deal to ensure an integrated vision for Sydney Metro.

Figure 1: Wider government plans, priorities and policies that align to the Sydney Metro West Aboriginal Participation Plan.



Aboriginal Procurement Policy

Sydney Metro is committed to broadening opportunities for Aboriginal peoples on the Sydney Metro West project.

Our approach to increasing Aboriginal employment and Aboriginal 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 January 2020, 51 per cent of our Aboriginal participation targeted spend has been achieved on City & Southwest. As at March 2020, 11 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 industry with an aim to meet or exceed the key deliverables of the Aboriginal Procurement policy. This will be achieved through the inclusion of contractual targets and initiatives that encourage our delivery partners to achieve positive social outcomes.

Figure 2: Alignment between the Sydney Metro West Workforce Development and Industry Participation Plan and Sydney Metro West Aboriginal Participation Plan.

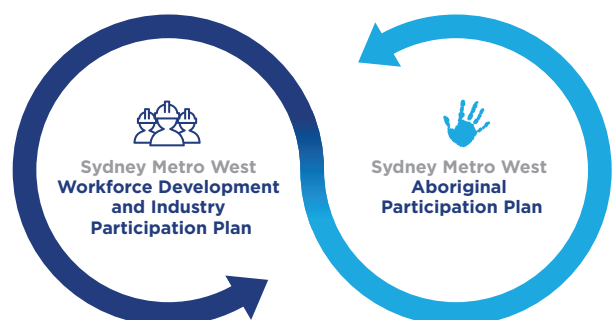


Figure 3: Sydney Metro's approach to Aboriginal Procurement.

<p>Minimum 1.5 per cent eligible project spend as per the NSW Aboriginal Procurement Policy and wider government policies</p>	<ul style="list-style-type: none"> • 2.5 per cent of the workforce must be Aboriginal people • Local sustainable jobs • Targeted pre-employment programs • Skills development • Work experience and graduate places for Aboriginal peoples through tender bid backs • Minimum number of Recognised Aboriginal businesses in the supply chain • Participation in Aboriginal Business forums • Participation in or development of programs that support increased capacity of Aboriginal business
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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 West 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 considered and coordinated approach in partnership with other Government departments and major projects to achieve a shared vision.

The objectives outlined in the table below 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 West 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 Sydney Metro West Aboriginal Participation Plan and takes into consideration wider government policies. This provides an opportunity to increase Aboriginal economic participation through employment and business participation.

The following sections provide details of the context for each priority, set of objectives and planned approach for Sydney Metro West.

The Sydney Metro West 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 staff 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 address immediate and future skills shortages locally and nationally by training and empowering Aboriginal peoples
- Enable existing and future Aboriginal staff 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 environment. Aboriginal peoples could also contribute to the provision of a workforce pipeline to meet the demand for these cross-sector skills.

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 – a very significant gap¹.

Sydney Metro West provides 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 requirement and jobs of the future.



Top: Sydney Metro Pre-employment program participant.

Above: Sydney Metro Pre-employment program participants.

Sydney Metro West team 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 among Aboriginal peoples and Recognised Aboriginal businesses. The objectives outlined in the table below provide further guidance in relation to achieving clear measures of success related to these outcomes.

¹ ABS 42221.0 Schools 2017 Table 64a <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/4221.02017?OpenDocument>



Artist's impression of Burwood North metro station

Table 2: Priority 1: Skills development initiatives

Objective	Measures of success	Status
Help address 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 and the pledge of vacant roles for participants, taking into consideration flexibility to provide opportunities.	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 aims to increase the number of Aboriginal peoples employed and the number of Aboriginal owned businesses engaged on the Sydney Metro West project in accordance with wider government policies.

This includes but is not limited to the Aboriginal Procurement Policy which aligns with OCHRE (Opportunity, Choice, Healing, Responsibility and Empowerment) – the NSW Government’s plan to improve outcomes for Aboriginal peoples across all sectors of the community. Under the Aboriginal Procurement policy, a minimum of 1.5 per cent of project spend must be dedicated to Aboriginal participation. The objective of the Aboriginal Procurement policy is to create opportunities for Aboriginal owned businesses and encourage Aboriginal employment and training through the supply chain of NSW Government contracts².

Aboriginal business

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 were:

- 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.

The Transport for NSW’s Aboriginal Participation Strategy 2019-2020 is aligned with the NSW Government Aboriginal Procurement 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 West.

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 peoples 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.

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 peoples to business and employment opportunities. Employers wishing to hire Indigenous Australians or engage Indigenous businesses in their supply chain will also be assisted with accessing 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.

² <https://www.procurepoint.nsw.gov.au/policy-and-reform/construction-procurement-policy/aboriginal-procurement-policy>

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>

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



Hoarding mural in Marrickville for Sydney Metro City & Southwest and artist.

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.

Aboriginal employment

Sydney Metro West presents a significant opportunity to contribute to closing the gap for Aboriginal peoples through employment.

The Sydney Metro West corridor significantly contributes to the economy of Greater Sydney.

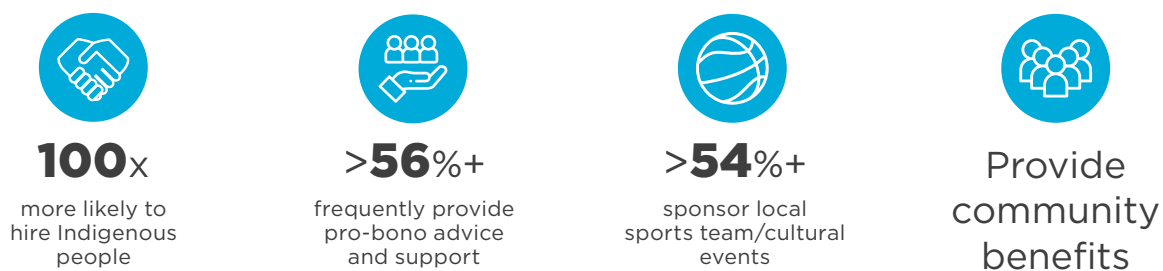
An extra 420,000 people are expected to move into the corridor between Greater Parramatta and central Sydney over the next 20 years⁶.

The City of Sydney has the highest record of Indigenous population and this is similarly replicated for both the Aboriginal and Torres Strait Islander groups. While Parramatta has the highest amount of individuals who identify as both Aboriginal and Torres Strait Islander at 11,790 – Sydney still retains the highest number of individuals who have identified as Indigenous, but have not specified the particular background. One observation seems to be that only half of the Indigenous population chooses to identify themselves as part of a specific indigenous group.

Further information related to the local government area (LGA) population data can be found in the tables following:

⁶ Mecone Land Use Urgency Analysis (2018) for Sydney Metro West

Figure 4: The Benefits of engaging Aboriginal Businesses.



Source: Supply Nation.

Table 3: Local government area population data

LGA	Indigenous population	Aboriginal	Torres Strait Islander	Both	Not specified
Burwood	1918	144	0	0	1777
Canada Bay	5273	392	28	5	4859
Cumberland	12207	1337	79	26	10808
Inner West	14857	1970	123	60	12818
Parramatta	13484	1647	84	33	11790
Strathfield	2676	107	11	0	2560
Sydney	27644	2313	190	91	25233

Source: 2016 ABS Aboriginal and Torres Strait Islander Peoples Profile, I02. Note: Aboriginal count considers persons who selected 'Aboriginal' and 'Both'.

Table 4: Local government area population data

LGA	Aboriginal and/or Torres Strait Islander	Not specified	General population
Burwood	61.9%	4%	58.1%
Canada Bay	66.9%	3.9%	63.8%
Cumberland	56.2%	5%	55.9%
Inner West	63%	3%	67.9%
Parramatta	45.2%	4.1%	62.1%
Strathfield	72%	3.9%	61.9%
Sydney	54.7%	2.1%	64.2%

Source: 2016 ABS Aboriginal and Torres Strait Islander Peoples Profile, I14.

Aboriginal participation rates across the West LGAs generally match that of the wider LGA population. However, this is not true for the Parramatta, Strathfield and Sydney LGAs which have a difference of at least 10 per cent. Interestingly, the Aboriginal and/or Torres Strait Islander participation rate of Strathfield is much higher than the wider LGA population – this may not be entirely surprising due to the smaller population size.

It is acknowledged that some Aboriginal people are faced with economic and social disadvantages and that employment is one element of addressing this. Being employed improves not only economic positioning, but also health and wellbeing outcomes for individuals, their families and communities, and can assist in lowering rates of incarceration. Other elements in addressing disadvantage include training, education, housing and social and emotional wellbeing.

Recent state-wide data from the Department of Social Security in December 2018 showed that of the 198,780 receiving the New Start unemployment payment in NSW, 20,097 were Aboriginal⁷. This represents nearly 10 per cent of the total recipients, however only 3 per cent of the State's population is Aboriginal.

Taking these figures into consideration, facilitating strategies will need to be put in place to help address these. Sydney Metro has client led programs which support those with barriers to employment by developing their job ready and technical skills. Sydney Metro has developed targeted Aboriginal Pre-employment programs which consider the impact of long term

unemployment and address skills gaps enabling transition into the construction industry. Sydney Metro works with its delivery partners, community and key stakeholders to deliver culturally appropriate initiatives to increase engagement and support participants completing these programs.

Metro supports initiatives of this type in conjunction with the objective to maximise employment opportunities for Aboriginal peoples across Sydney.

The linkages between Aboriginal owned businesses, the increase in Aboriginal employment rates and the overreaching benefits to Aboriginal communities are easily connected as demonstrated in Figure 4 released by Supply Nation in their topical paper on Indigenous Business Growth⁸.

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

Table 5: 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 project area.	Outcome established and in delivery
	2.5 per cent of the workforce to be Aboriginal peoples.	Target established and in delivery
	Sydney Metro delivery partners commit to initiatives which support the retention and development of Aboriginal peoples in employment.	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.	Target established and in delivery
	Sydney Metro delivery partners consider initiatives and flexibility to provide opportunities, payment terms and entry points to further support the ability for Aboriginal businesses to enter the supply chain.	Outcome established and in delivery
	Minimum number of Recognised Aboriginal businesses in the supply chain in accordance with wider Government policies.	Target established and in delivery

7 DSS Demographic Data December 2018. <https://data.gov.au/dataset/ds-dga-cff2ae8a-55e4-47db-a66d-e177fe0ac6a0/details>

8 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 staff working for Sydney Metro West
- Support Aboriginal peoples participation in employment and training
- Deliver cultural awareness training.

Sydney Metro West 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 staff 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.

It is for these reasons that Sydney Metro ensures its delivery partners provide a mentoring program 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.

To meet these needs Sydney Metro ensures that its delivery partners provide approved cultural awareness training to their supervisors as a minimum requirement.

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 in accordance with the Sydney Metro Participation Strategy. 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 the Table 6 provide further guidance to achieving clear measures of success related to this priority.



Sydney Metro Pre-employment program participants.



Sydney Metro school based apprentice.

Table 6: 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 an employment service provider. 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. They promote 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 recent review of *Closing the Gap*⁹ reported that there are a 'significant proportion of young Indigenous peoples not in employment, education or training'. In 2016, 42 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. 2009'¹⁰.

Sydney Metro and other transport infrastructure projects will stimulate considerable employment growth off a very strong base. This is particularly true of the Eastern City. For example, the Harbour CBD contains 22 per cent of Greater Sydney's jobs and is Australia's financial and business capital, containing a large proportion of the regional headquarters of multinational and national companies. It has the largest commercial office market in Australia with the largest concentration of high-value knowledge-intensive job skills.

The construction and operation of Sydney Metro will itself generate considerable employment opportunities in construction, railway operations and customer service.

Both reports emphasise the growth in high tech, highly skilled jobs requiring tertiary qualifications in areas such as health, education and advanced manufacturing.

With the need to create pathways to employment and further education, Sydney Metro West 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.

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 is not 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 qualifications¹¹. 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 West project of works.

9 Closing The Gap: Prime Minister's Report 2018 (P80).

10 Successful youth transitions – BSL <http://webcache.googleusercontent.com/search?q=cache:v9vXNe1y-KQJ:library.bsl.org.au/showitem.php%3Fhandle%3D1/3023+&cd=1&hl=en&ct=clnk&gl=au>

11 <http://webcache.googleusercontent.com/search?q=cache:v9vXNe1y-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 education¹².

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.

Federal Minister for Education, the Hon Dan Tehan has recently talked about “graduate level apprenticeships” which have been highly successful in the UK. This type of initiative could be further explored and trialled with Aboriginal school leavers on Sydney Metro West to prepare them for high-tech professional jobs at Sydney Metro and the wider business community.

The objectives outlined in Table 7 provide further guidance in relation to achieving clear measures of success related to this priority.

Table 7: 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 STEM 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.

¹² <https://www.aboriginalaffairs.nsw.gov.au/conversations/kimberwalli/faqs>

3 Next steps

This plan will undergo further refinements through delivery of the 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.
- Continue to foster partnerships with government agencies and key local organisations with a mutual interest in our priorities and objectives to ensure a considered and coordinated approach is developed.
- Continue to foster relationships with key stakeholders to consult and collaborate with existing and new stakeholders, including those within the Aboriginal community 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 delivery of this plan.
- 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 plan.
- Continue to work with stakeholders, providing information, success stories, data and lessons learnt to support the development of a coordinated approach for increased Aboriginal participation.



An artist's impression of Sydney Olympic Park metro 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.

Appendix B

Sydney Metro case studies

These case studies will provide some insight to the impact of the Aboriginal Procurement Policy 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:

- 3 Aboriginal Business forums delivered to date following Sydney Metro Industry Briefings.
- Over 150 recognised Aboriginal businesses participated in the forum.
- 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 goods and services to the wider Sydney Metro supply chain and operations.
- As of May 2020, 49 recognised Aboriginal businesses have worked on the CSW 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.
- Sydney Metro jobs and industry participation has engaged with 1,011 small to medium enterprises and 11 per cent of the City and Southwest small to medium enterprises have been recognised Aboriginal businesses.
- As of May 2020, 2.5 per cent Aboriginal participation.

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.



RECYCLED CONTENT