

# NSW Treasury cluster Aboriginal Participation Strategy

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For procurement activities



## **Acknowledgment of Country**

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

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

We pay respect to Ancestors and Elders past, present and emerging.

We acknowledge Aboriginal businesses and First Peoples' are vital to the workforce and supply chains, that make up the economy of New South Wales.

# Secretary's Message:

## Our commitment to grow the First Nations Economy



This Aboriginal Participation Strategy (APS) demonstrates NSW Treasury's commitment to grow the First Nation's economy.

It is a requirement under the Aboriginal Procurement Policy (APP), that each agency or cluster have its own Aboriginal Participation Strategy, that describes how they will implement the APP in their own department.

As administrators of the APP, we are on a mission to ensure we are leading the way for implementing the APP and we recognise this involves changing buyer behaviour in the Treasury cluster.

We have tremendous opportunities to diversify our supply chain and increase spend with the Aboriginal business sector.

We will update this strategy each financial year, highlighting our progress towards achieving these actions and targets.

As we continue to learn from the Aboriginal business sector and community, we hope to see great outcomes achieved in partnership with businesses, communities and peak bodies.

**Michael Pratt AM**  
**Secretary**  
**NSW Treasury**

June 2020

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### Note

General inquiries concerning this document should initially be directed to:  
Executive Director, NSW Procurement, NSW Treasury [nswbuy@treasury.nsw.gov.au](mailto:nswbuy@treasury.nsw.gov.au).

This publication can be accessed from the Treasury's website [www.treasury.nsw.gov.au/](http://www.treasury.nsw.gov.au/).

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## Definitions

**Aboriginal business** means a business that is at least 50 per cent Aboriginal owned and recognised by either NSW Indigenous Chamber of Commerce (NSWICC) as NSWICC Assured, or Supply Nation as either registered, or certified.

**Aboriginal Procurement Policy** means the NSW Government 2018 Aboriginal Procurement Policy as published on <https://buy.nsw.gov.au/policy-library/policies/aboriginal-procurement-policy>.

**Aboriginal Participation in Construction Policy** means the NSW Government 2018 Aboriginal Participation in Construction Policy as published on <https://buy.nsw.gov.au/policy-library/policies/aboriginal-participation-construction>.

**Agency** means a business unit that falls under one of the nine (9) NSW Government departments. A list of agencies, offices and entities under each cluster department can be found here: <https://www.service.nsw.gov.au/nswgovdirectory/departments>

**Cluster** means the nine (9) cluster departments that deliver the work of the NSW Government: Customer Service, Education, Health, Planning, Industry and Environment, Premier and Cabinet, Regional NSW, Stronger Communities, Transport and Treasury.

**Peak Aboriginal Industry bodies** may mean recognised organisations that verify and advocate for Aboriginal businesses, such as Supply Nation and NSW Indigenous Chamber of Commerce (NSWICC).

### Treasury abbreviations

**APP** means Aboriginal Procurement Policy

**APIC policy** means the Aboriginal Participation in Construction Policy

**DNSW** means Destination NSW

**ISFU** means Infrastructure and Structured Finance Unit

**NSWP** means NSW Procurement

**WCAA** means Western City Aerotropolis Authority

**“Doing business with diverse suppliers reflects the diversity of Australian culture.”**

**“We want there to be job opportunities for Aboriginal businesses and young people, across a broad range of sectors.”**

NSW Treasury staff, 2020

# Treasury procurement overview

## NSW Procurement (NSWP)

NSWP is a central agency responsible for managing a number of whole of government contracts and driving whole of government procurement initiatives to support NSW Government priorities. NSWP is the accredited entity within the Treasury cluster.

NSWP's procurement functions include:

- **Procurement Policy team** – responsible for developing and maintaining whole of government goods and services procurement policies, and provides advice on procurement legislation, policies and guidelines.
- **Goods and Services Category team** – responsible for driving value across whole of government categories including fleet, travel and energy spend categories.
- **Human and Professional Services team** – responsible for driving value across whole of government human and professional services categories, including consultancy and contingent labour.
- **Customer Services team**
  - **Treasury Sourcing** – provides tender management services and strategic advice to agencies.
  - **NSW Procurement Service Centre and Technology** – manages procurement enabling technology; source to contract and procure to pay.
- **Advisory Services and Analytics team** – supports agencies with the provision of spend data and procurement management consulting services.
- **Capability and Governance team** – responsible for uplifting procurement capability across the NSW Government sector. The Capability and Governance team are also responsible for procurement governance, including secretariat for the Procurement Leadership Group and NSW Procurement Board, accreditation, audits and other compliance functions.

## Destination NSW (DNSW)

DNSW is the lead government agency for the NSW tourism and major events sector.

DNSW have capability to run its procurements covered by prequalification schemes, or procurements valued below \$650,000. Historically, DNSW main spend areas have been in event acquisition and cooperative marketing campaigns. DNSW has opportunities to influence parts of the travel and tourism sector and look at operational spending via Aboriginal businesses.

## iCare

iCare is NSW Government's prime insurer. iCare provide workers compensation insurance to more than 326,000 public and private sector employers in NSW and their 3.6 million employees. It protects more than \$193 billion of NSW Government assets, including the Sydney Opera House, the Sydney Harbour Bridge, public schools and hospitals.

iCare has capability to run procurements covered by prequalification schemes, or procurements valued below \$650,000. It has a procurement team with a centre-led operating model. iCare's high spend areas are claims management, IT services, managed services and legal services.

## **Western City and Aerotropolis Authority (WCAA)**

WCAA has been tasked by the NSW and Commonwealth governments to design and deliver a new CBD: creating a dynamic new place for people to live, work and learn. At its heart will be the Aerotropolis: an innovative smart city which will harness Sydney's first 24/7 international airport to attract emerging and new industries, capture investment and drive high-value, skilled and resilient jobs in Western Sydney.

WCAA has capability to manage procurements covered by NSW Government prequalification schemes and contracts, and procurements valued below \$650,000. Presently, WCAA's high spend areas are in professional management services and architecture advisory services. The WCAA procurement team provides strategic advice, support and manages the end-to-end procurement process for the agency.

## **Infrastructure and Structured Finance Unit (ISFU)**

ISFU works with NSW Government procuring agencies on complex high-profile infrastructure projects with a capital cost over \$100 million. ISFU provides oversight and specialist commercial and financial advice to agencies on procuring services enabling infrastructure. With a focus on public-private partnerships (PPPs) and high profile, high-risk (HPHR) construction projects, ISFU works with agencies throughout procurement, options analysis, contract execution, financial close and post-contract close matters.

## **SAS Trustee Corporation (State Super)**

State Super is the trustee of the four closed NSW public sector superannuation schemes and the State Super Pooled Fund, which comprises the assets of all four schemes with net assets of approximately \$43 billion and 102,634 members at 30 June 2018.

State Super has capability to run their procurements covered by the prequalification schemes, with most of its procurement spend directed to service providers mandated by the NSW Government. The remainder mostly relates to professional management services. The Chief Procurement Officer provides advice and support for procurement activities of the trustee office.

# How we are working with Aboriginal businesses

## Concierge service for Aboriginal businesses

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The NSW Customer Services team launched a concierge service in 2019, to work with Aboriginal businesses interested in becoming prequalified under relevant NSW Government prequalification schemes and assist businesses through the process.

The team continually review Aboriginal businesses registered with Supply Nation and NSWICC and proactively contact Aboriginal businesses to offer a direct contact and one-on-one support through the prequalification process. Recognising that prequalification schemes are often the first place many NSW Government buyers look when purchasing, the team has a goal to continually increase the number of Aboriginal businesses on whole of government prequalification schemes, to help drive more spend with the sector.

To support the concierge service, NSW used a prequalified Aboriginal contingent labour company to recruit Aboriginal staff members to be involved in the end-to-end process.

To date, the concierge service has contacted around 600 Aboriginal businesses. Fifty businesses have become prequalified on a whole of government scheme, and a further 80 draft applications are in progress.

## APP and APIC policy review

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In 2019, NSW conducted a review of the APP and APIC policy.

The review undertook extensive consultation with Aboriginal and non-Aboriginal businesses, the broader community, peak bodies, the NSW Deputy Ombudsman (Aboriginal Programs) and NSW Government agencies. This allowed research to include the widest possible range of perspectives and opinions on how to increase participation of Aboriginal businesses in NSW Government procurement and help these businesses build capacity and capability.

The consultation process generated a wealth of ideas, perspectives, research findings and options. The [2019 APP and APIC policy review report](#) synthesises the ideas and perspectives brought to the table through meetings, conversations, forums, public consultation and written submissions.

The NSW Procurement Board approved the recommendations of the review report on 20 November 2019. The report was published following announcement by the Minister for Finance and Small Business in December 2020. NSW are implementing the recommendations and drafting a revised policy to be released in 2020.

## Destination NSW Aboriginal Tourism Action Plan

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In 2013, DNSW released its first Aboriginal Tourism Action Plan, which helped form a close working relationship with NSW's Aboriginal cultural tourism operators and key NSW Government stakeholders, in a wide range of development and marketing activities.

There are now market-ready NSW Aboriginal cultural tourism products across the State that provide enriching experiences for visitors. Some of these experiences are export-ready and working with international trade partners.

From 2013 to 2017, there was exciting growth in the sector, with domestic overnight visitor participation in NSW Aboriginal cultural tourism experiences increasing by 15 per cent and international visitor participation increasing by close to 49 per cent.

The success can be attributed to the consistent engagement and the facilitation of development activities to build capacity and capability. The most successful has been the establishment and ongoing delivery of the NSW Aboriginal Cultural Tourism Workshop Program. This program has enabled DNSW and key stakeholders to work closely with recognised NSW Aboriginal businesses, providing peer to peer development support and a platform for partnership development with the broader industry.

A key outcome of the Workshop Program is the development of the advisory body, the NSW Aboriginal Tourism Operators Council (NATOC). DNSW will work closely with NATOC and the broader Aboriginal community to ensure all marketing and development activity is delivered in a culturally acceptable manner.

DNSW's second Aboriginal Tourism Action Plan 2017 – 2020 (Action Plan 2020) was published in 2017. DNSW will continue to further develop the sector in a manner that is endorsed by Aboriginal people, respects their cultural identity, creates a greater understanding of, and engagement with Aboriginal culture in NSW and promote Aboriginal businesses.

DNSW has also released a NSW Aboriginal Tourism Toolkit which is a valuable resource for the tourism industry to connect with NSW Aboriginal tourism operators.

**“Aboriginal businesses provide a unique perspective to problem solving, distinct from a typical ‘cut and paste’ solution.”**

**“As Aboriginal businesses are more likely to employ Aboriginal staff than non-Aboriginal businesses, increasing purchasing can have flow-on benefits to the First Nations economy and community.”**

NSW Treasury staff, 2020

## High-level Objectives (Measurable targets)

All **measurable targets** in the strategy aim to deliver toward one of five key objectives.



Timeframes for targets are set as:

**Short**

0 – 6 months

**Medium**

6 – 12 months

**Long**

12 – 24 months



# 1. Making it easier to do business with NSW Government

*We want to understand the barriers Aboriginal businesses face when working with NSW Government and put measures in place to address them.*

#	Target	Focus / Impact	Measure	Timeframe	Owner
1.1	Publish known NSW Government pipelines of work in an online central location.	Whole of Government / Aboriginal businesses	Known NSW Government pipeline opportunities are published online in one central location.	6 – 12 months	NSWP
1.2	Identify agency policy champions to support businesses and agencies in increasing Aboriginal participation in the NSW Government supply chains.	Whole of Government / Aboriginal businesses	Publish a list of procurement contacts for each accredited agency on buy.nsw as a single point of contact for Aboriginal businesses and agencies.	0 – 6 months	NSWP
1.3	Provide more procurement and policy support material to assist Aboriginal businesses and NSW Government agency staff.	Whole of Government / Aboriginal businesses	<p>Publish online guidance for businesses and help in navigating NSW Government procurement. Provide information to peak Aboriginal industry bodies to provide to members.</p> <p>Provide support and guidance material for agencies procuring from Aboriginal businesses.</p>	0 – 6 months	NSWP
1.4	Partner with Aboriginal Industry peak bodies to run workshops for Aboriginal businesses to understand tendering to NSW Government.	Whole of Government / Aboriginal businesses	Four workshops held in conjunction with Aboriginal Industry peak bodies.	0 – 6 months	NSWP
1.5	Assist Aboriginal businesses in navigating the whole of government prequalification scheme process	Whole of Government / Aboriginal businesses	<p>Continue to proactively contact Aboriginal businesses registered with Supply Nation and NSWICC.</p> <p>Increase the number of Aboriginal businesses on whole of government prequalification schemes.</p>	6 – 12 months	NSWP



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#	Target	Focus / Impact	Measure	Timeframe	Owner
1.6	Provide practical advice on removing barriers on whole of government arrangements.	Treasury / Aboriginal businesses	Treasury owned prequalification schemes are reviewed and measures taken to remove barriers where possible. Practical advice provided to non-Treasury prequalification scheme owners on potential barriers preventing Aboriginal businesses from joining.	6 – 12 months	NSWP
1.7	Publish annual Treasury procurement plan on eTendering to provide visibility of pipeline of work.	Treasury / Aboriginal businesses	Annual procurement plan published, with identified opportunities for Aboriginal participation.	6 – 12 months	NSWP



## 2. Improve buyer access to Aboriginal businesses and ease of engagement

*We want to make the buyer experience easy when engaging Aboriginal businesses.*

#	Target	Focus / Impact	Measure	Timeframe	Owner
2.1	Provide access to a database of Aboriginal businesses to all NSW Government employees.	Whole of Government	Aboriginal business register published and made available for NSW Government staff.	0 – 6 months	NSWP
2.2	Enable better buyer access to Aboriginal businesses on Treasury owned prequalification schemes.	Whole of Government	Treasury owned prequalification schemes updated to tag Aboriginal businesses.	6 – 12 months	NSWP
2.3	Support clusters with 'meet-the-buyer' events to enable buyer and supplier introductions to Aboriginal businesses.	Whole of Government / Aboriginal businesses	NSWP participates in cluster hosted 'meet the buyer' events.	6 – 12 months	NSWP
2.4	Connect Aboriginal businesses with buyers and procurement officers.	Whole of Government / Aboriginal businesses	NSWP to invite businesses to Category Management Working Groups and similar forums to meet and engage with agency procurement officers. Invite Aboriginal businesses to Treasury forums.	6 – 12 months	NSWP



### 3. Support growth of the NSW Aboriginal business sector

*We want to ensure there are Aboriginal businesses to meet the supply demand of NSW Government.*

#	Target	Focus / Impact	Measure	Timeframe	Owner
3.1	Direct unspent Aboriginal participation funds for NSW Government projects to Training Services NSW, to build capability of Aboriginal skilled workers and businesses.	Whole of Government / Aboriginal businesses	Governance model established to oversee direction of funds.	6 – 12 months	NSWP
3.2	Work with peak Aboriginal industry bodies to address market gaps and identify opportunities for Aboriginal businesses.	Whole of Government / Aboriginal businesses	Opportunity map created and shared with peak Aboriginal industry bodies.	6 – 12 months	NSWP
3.3	Increase engagement of Aboriginal businesses in the not-for-profit sector.	Aboriginal businesses	Provide policy guidance to not-for-profit businesses on how they can be recognised as an Aboriginal business under the policies.	6 – 12 months	NSWP
3.4	Influence supply chains to support engagement of Aboriginal businesses and employment of Aboriginal people.	Aboriginal businesses	Agenda item added to supplier meetings to discuss how they're supporting Aboriginal businesses and employment of Aboriginal people for whole of government fleet, travel and energy categories.	Ongoing	NSWP
			Agenda item at quarterly supplier meetings, to raise awareness of Aboriginal participation strategy and have suppliers report on their Aboriginal participation.	Ongoing	State Super
3.5	Consider opportunities to provide advice and procurement mentoring to Aboriginal businesses.	Aboriginal businesses	Explore ideas to provide advice and procurement mentoring support to Aboriginal businesses.	12 – 24 months	NSWP



## 4. Increase spend with Aboriginal businesses

We want to increase the spend with Aboriginal businesses through direct spend by Treasury, NSW Government and through indirect spend through sub-contracting on NSW Government contracts.

#	Target	Focus / Impact	Measure	Timeframe	Owner
4.1	Create a project pipeline in Treasury and identify opportunities for spend with Aboriginal businesses.	Treasury	Analyse Treasury spend data against list of Aboriginal businesses to identify spend opportunities by business unit.	0 – 6 months	NSWP
			Pipeline reviewed with Treasury Sourcing with a minimum number of contracts / expenditure target set for DNSW and achieved.	Ongoing	DNSW
			Project pipeline for WCAA is created through discussion with business units and mapped against Aboriginal businesses to create an opportunity map.	0 – 6 months	WCAA
			Undertake opportunity analysis by spend category to prioritise iCare target areas. Spend analysis created. Engage business lines to identify Aboriginal businesses in direct spend categories and set targets.	0 – 6 months	iCare
4.2	Set and communicate spend and contracts targets with Aboriginal businesses for each cluster.	Whole of Government / Aboriginal businesses	Targets for Treasury are set and communicated to leadership team and top buyers. Cluster targets are set, communicated and published online. Progress toward targets are updated periodically.	6 – 12 months	NSWP
4.3	Aboriginal businesses are invited to tender and submit quotations, where there is potential capability.	DNSW / Aboriginal businesses	Aboriginal businesses have been invited to tender and submit quotations, where there is potential capability.	Ongoing	DNSW



## 4. Increase spend with Aboriginal businesses

*We want to increase the spend with Aboriginal businesses through direct spend by Treasury, NSW Government and through indirect spend through sub-contracting on NSW Government contracts.*

#	Target	Focus / Impact	Measure	Timeframe	Owner
4.4	Increase Aboriginal accommodation providers on prequalification schemes.	Treasury / Aboriginal businesses	Run an expression of interest to identify Aboriginal owned hotels / conference rooms and upload to travel booking portal.	6 – 12 months	NSWP
4.5	NSWP to only use businesses supporting social procurement outcomes for catering requirements, including Aboriginal businesses	NSWP / Aboriginal businesses	NSWP only engages Aboriginal businesses, or other businesses supporting social procurement outcomes, for its catering requirements.  A minimum of 40% of the total NSWP catering spend to be spent with Aboriginal businesses.	6 – 12 months	NSWP
4.6	Track and report spend with Aboriginal businesses in whole of government Human Services category.	Whole of Government	NSWP Human Services team to create a dashboard to track how agencies are performing in engagement of Aboriginal businesses in the Human Services category.	6 – 12 months	NSWP



## 5. Increase awareness of the Aboriginal procurement policies

*We want to ensure the buyers, procurement officers, senior executives and businesses are aware of NSW Government's Aboriginal procurement policies.*

#	Target	Focus / Impact	Measure	Timeframe	Owner
5.1	Create a NSW Government Aboriginal Procurement Community of Practice.	Whole of Government	<p>A Community of Practice is established for clusters to share learnings and encourage best practice in implementing the policies.</p> <p>The Community of Practice members list is used for sharing information about Aboriginal procurement across agencies.</p>	0 – 6 months	NSWP
5.2	Leverage agency, supplier and Aboriginal Industry peak body events to communicate policies.	Whole of Government / Aboriginal businesses	Agency and supplier events are attended to communicate new policy to stakeholders.	6 – 12 months	NSWP
5.3	Raise awareness of the APP in Treasury.	Treasury	Targeted workshop with Treasury business units and buyers.	6 – 12 months	NSWP
			Treasury's mandatory online procurement training is updated to include Aboriginal procurement.	6 – 12 months	NSWP
			APP shared with team during business unit meetings.	Ongoing	ISFU / WCAA
			Raise awareness of Aboriginal Participation Strategy and list of Aboriginal businesses during quarterly updates to State Super staff.	Ongoing	State Super



## 5. Increase awareness of the Aboriginal procurement policies

*We want to ensure the buyers, procurement officers, senior executives and businesses are aware of NSW Government's Aboriginal procurement policies.*

5.4	Embed APP into relevant Treasury policies and procedures documents.	Treasury	Treasury procurement procedures documents reviewed and updated with Aboriginal procurement requirements.	6 – 12 months	NSWP
			WCAA procurement policy amended to reflect APP requirements and thresholds.	0 – 6 months	WCAA
			DNSW procurement policies amended to include details of Aboriginal businesses on schemes.	0 – 6 months	DNSW
			Treasury executive briefing template updated to include a prompt to consider Aboriginal businesses when procuring.	6 – 12 months	NSWP
5.5	Hold information sessions with agencies and suppliers.	Whole of Government / Aboriginal businesses	Face-to-face and / or online information sessions are held with agencies and suppliers when the new policy is released.	6 – 12 months	NSWP
5.6	Increase awareness of targets with stakeholders and Aboriginal participation contractual requirements on construction projects, as part of ISFU governance processes.	ISFU / Whole of Government influence	ISFU team members working on projects have asked agencies about their APIC policy requirements and current performance. Links and information to the policy have been provided when working with agencies.	6 – 12 months	ISFU



## Upcoming procurement opportunities over \$7.5 million

All below procurement opportunities will be published on [tenders.nsw.gov.au](https://tenders.nsw.gov.au). Once awarded, contract details will also be published on this website.

Category	Owner	Contract name and description	Estimated contract value (per annum)	Estimated contract length	Estimated tender release date
Legal Services	iCare	Legal Services – Provision of Legal Services for Personal Injury (PI) and General Insurance (GI).	\$120 million	Three year contract, with two one year extension options (3+1+1).	July 2020
Print Services	iCare	Printing / print management – Print management and associated printing services.	\$4 million	TBA	November 2020
Fleet	Whole of Government: NSW	Contract 370 Card Fuel and Associated Products – Supply of fuel cards for purchases of fuel and associated services.	\$290 million	Three year contract, with one two year extension (3+2).	June 2020
Fleet	Whole of Government: NSW	Contract 333 Lessors Panel – Fleet financing for operating leases on vehicles managed by Contract 300.	\$76 million	Five year contract with one two year plus one one year extension option (5+2+1)	September 2020
Fleet	Whole of Government: NSW	Contract 300 Fleet Management Panel – Supply of fleet management services like vehicle quoting, invoicing, logbook collection, eTags management.	\$5.4 million	Five year contract with one two year plus one one year extension option (5+2+1).	September 2020
Energy	Whole of Government: NSW	Energy Electricity Retail Power Purchase Agreement (PPA) Contract C777 and C776 Electricity Contracts for large and small sites.	\$350 million	Contract terms will be determined during tender process.	July 2020
Fleet	Whole of Government: NSW	Contract 4005 Provision of Motor Vehicle Compulsory Third Party (CTP) Green Slip Insurance – Supply of CTP insurance.	\$30 million	Three year contract, with two one year extension options (3+1+1).	February 2021
Travel	Whole of Government: NSW	Contract 1008 Travel Management Company – Provision of Travel management services like online booking tool for air travel, accommodation, car hire and travel visa service.	\$3.5 million	Five-year term (TBD).	Planned September 2020

## Further information and contacts

For further Information on this strategy, please contact:

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