



Family &  
Community  
Services



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## Aboriginal Participation Strategy

**We acknowledge Aboriginal people as the First Nations peoples of NSW and pay our respects to Elders past, present and future. We acknowledge the ongoing connection Aboriginal people have to this land and recognise Aboriginal people as the original custodians of this land.**

## Definitions

Term	Definition
ACHP	Aboriginal Community Housing Provider
ADE	Australian Disability Enterprise
AHO	Aboriginal Housing Office
AIS	Aboriginal Impact Statement
AOS	Aboriginal Outcomes Strategy
APP	Aboriginal Procurement Policy
APIC	Aboriginal Procurement in Construction
APS	Aboriginal Procurement Strategy
ARG	Aboriginal Reference Group
CLMS	Contract Lifecycle Management System
FACS	Family and Community Services
LAHC	Land and Housing Corporation
NSW ICC	New South Wales Indigenous Chamber of Commerce

## About FACS

The Family and Community Services (FACS) cluster works with children, adults, families and communities to improve lives and help people realise their potential. FACS is the agency in NSW with statutory responsibility for protecting children and young people from risk of significant harm.

Achieving better outcomes for Aboriginal people, families and communities is the number 1 corporate objective at Family and Community Services (FACS).

Aboriginal children, young people and families are over represented across all FACS service areas. FACS wants to change this and taking a person-centred approach when dealing with long established issues that Aboriginal people may face including accessing housing, experiencing homelessness and children living away from their families.

There is accountability for Aboriginal service delivery that includes Aboriginal people and communities participating in decisions so are fostering genuine partnerships at the local level.

Following are some of the Reforms and Initiatives in place at FACS:

### Aboriginal Cultural Capability Framework

The Aboriginal Cultural Capability Framework provides a road map of initiatives to support staff, and FACS as an organisation, to build cultural capability to deliver better outcomes for Aboriginal families. The purpose of the framework is to empower all FACS staff to achieve significantly improved outcomes for Aboriginal clients. The Framework will facilitate a deeper understanding and respect for the significance and importance of Aboriginal culture, identity and pride. It will assist staff to build strong relationships with Aboriginal people, organisations and communities. It is an Aboriginal led initiative with a focus on relationship building at the local level, respect for the cultural expertise of Aboriginal people and engagement of Aboriginal people in decision-making that impacts on their lives.

It was developed through a partnership involving Aboriginal staff in FACS, other NSW and federal government agencies, Aboriginal organisations, Aboriginal people from communities across NSW, FACS leaders and staff

### **Aboriginal Housing Office (to join Department of Planning and Industry 1/7/19)**

The Board is comprised of highly respected and passionate Aboriginal and Torres Strait Islander people whose focus is on delivering sustainable and tailored housing options for Aboriginal people and communities across NSW plus providing advice to the Minister for Housing on Aboriginal housing issues in NSW.

AHO works in partnership with housing providers and Aboriginal organisations to deliver effective policy and standards across 4 key performance areas:

- Housing services (asset management and tenancy management)
- Strengthening the capacity of the Aboriginal housing sector
- Relationship management
- Corporate capability.

### **Aboriginal Impact Statements**

As a key initiative to support the implementation of the Aboriginal Outcomes Strategy, an Aboriginal Impact Statement (AIS) must be prepared during the planning stages of new activities aligned to our reforms where that activity is likely to affect Aboriginal people, families and communities.

It is believed reforms and activities developed and designed with the participation of Aboriginal people have the best chance of having a positive impact and achieving better outcomes.

### **Aboriginal Outcomes Strategy**

The Aboriginal Outcomes Strategy (AOS) sets out a new approach for delivering quality outcomes for Aboriginal people over the next five years. The Strategy is a priority initiative of the FACS Strategic Plan. The AOS sets clear expectations and specifies priorities, goals, targets, timeframes and accountability to provide a transparent and cohesive response to FACS efforts to deliver better outcomes and client experience for Aboriginal children, families and communities.

All targets will be underpinned by department wide and district initiatives. Determining how we meet the targets in the Strategy will be a collaborative effort between Districts, Aboriginal staff, Aboriginal communities and stakeholders, so there is a positive difference in partnership with Aboriginal people.

### **Aboriginal Reference Group (ARG)**

An advisory group of Aboriginal employees that provides consultations and advocacy for the work that may affect NSW Aboriginal families, clients and communities. ARG members help FACS build working relationships with Aboriginal Elders, community groups, non-government agencies and individuals to make sure that Aboriginal perspectives in projects, programs and policy are included.

### **Strengthening Aboriginal organisations**

FACS is leading the NSW Government work to strengthen Aboriginal non-government organisations (NGO). This work is part of the NSW Government's OCHRE plan. OCHRE stands for Opportunity, Choice, Healing, Responsibility and Empowerment and reflects Aboriginal peoples' deep connection with Country. Teams working in the Aboriginal Housing Office (AHO), Statewide Services and district offices are also working together to take a more inclusive approach to delivering culturally appropriate services.

The management of 20% of AHO properties is being transferred to Aboriginal Community Housing Providers (ACHPs) by 30 June 2019 to increase the housing choices for Aboriginal tenants and their families.

## Aboriginal Procurement Policy

The NSW Government values the economic, social and cultural contribution offered to NSW from the Aboriginal community. The Aboriginal Procurement Policy (APP) will contribute to the NSW Government's strategic economic policy of Growing NSW's First Economy

In conjunction with the existing Aboriginal Participation in Construction (APIC) policy, the APP will aim to support an estimated 3,000 full time equivalent employment opportunities for Aboriginal people through NSW Government procurement activities by 2021.

The APP will aim for Aboriginal owned businesses to be awarded at least three percent of the total number of domestic contracts for goods and services issued by NSW Government agencies by 2021.

## Aboriginal Participation Strategy

Agencies are required to prepare and publish online an **Aboriginal Participation Strategy**. This strategy can be for an individual agency, group of agencies or cluster.

The Aboriginal Participation Strategy must:

- provide a public commitment that the agency will work with Aboriginal owned businesses to grow the First Economy of NSW
- explain how the agency is working with Aboriginal owned businesses to identify and develop business and employment opportunities
- set measurable targets for Aboriginal participation that the agency or cluster will adopt including, where appropriate, targets for specific categories of procurement and Aboriginal workforce strategies
- report on the outcomes that have been achieved and actions taken where targets have not been achieved.

An agency must maintain and update this Aboriginal Participation Strategy at least annually, at a time consistent with any requirements for reporting outcomes to the NSW Procurement Board.

## FACS Aboriginal Participation Strategy

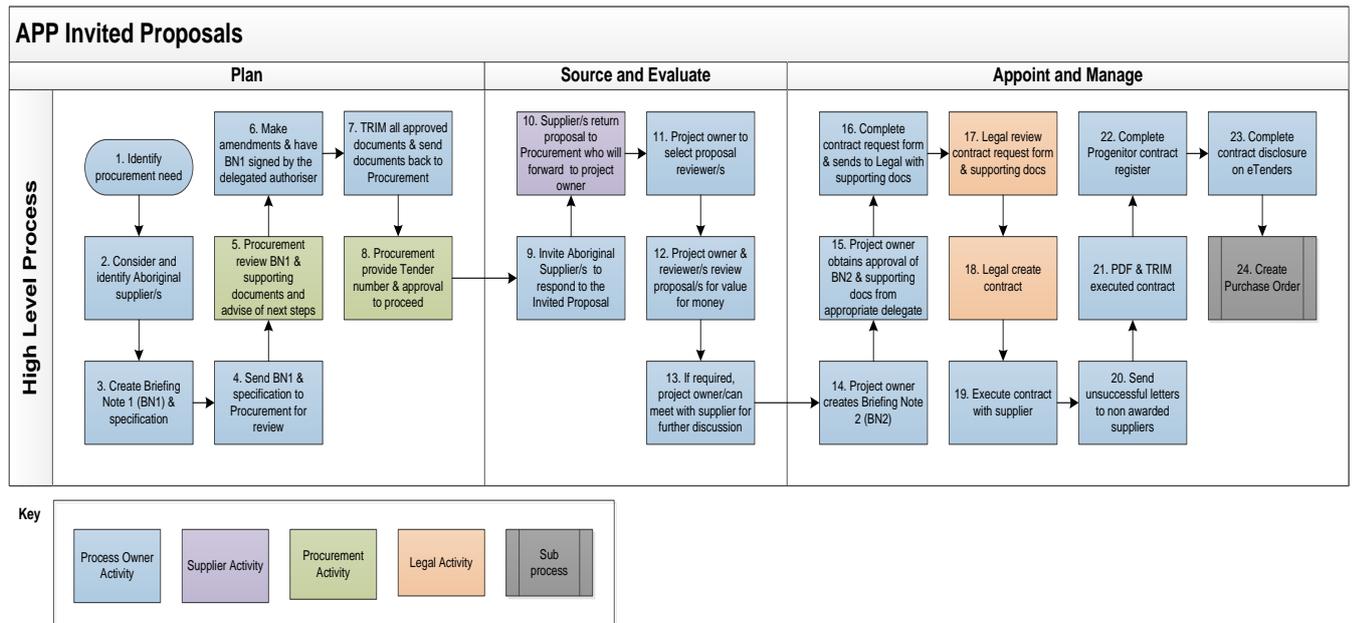
FACS is strongly committed to delivering quality outcomes for Aboriginal people - this is a priority initiative in the FACS Strategic Plan. FACS works with Aboriginal organisations across all areas of the business and provided funding of over \$100M to Aboriginal community organisations who provide services to FACS over the 2018/2019 financial year.

The community organisations provide services such as Childcare, Education, Health, Community Development, and Counselling within Aboriginal communities.

**FACS makes a public commitment that it will work with Aboriginal owned businesses to grow the First Economy of NSW**

What	How	Detail
FACS will procure its requirements as much as possible from Aboriginal owned organisations that are on a NSW Government Prequalified list	FACS will identify sectors where there are opportunities to increase the number of contracts with Aboriginal owned companies.	FACS has identified opportunities and put in place appropriate agreements with Aboriginal owned organisations within the following areas: <ul style="list-style-type: none"> <li>• AHO 20<sup>th</sup> Anniversary Events</li> <li>• Aboriginal Housing Strategy projects</li> <li>• Their Futures Matter projects</li> </ul>
FACS will, as much as possible, encourage the direct procurement of goods and services from suitably qualified Aboriginal-owned businesses that are not on Prequalified lists.	FACS will identify sectors where there are opportunities to increase the number of contracts with Aboriginal owned companies.	<ul style="list-style-type: none"> <li>• Projects where services are to be provided to Aboriginal communities</li> <li>• Corporate Services such as Professional Services, Contingent Labour, Facilities, Catering</li> <li>• Aboriginal Cultural Competency Framework – development and delivery of the framework</li> <li>• Staff Training and Development including targeted recruitment of Aboriginal staff</li> </ul>
FACS will develop a process to enable staff to appoint Aboriginal owned organisations	FACS will simplify its existing Procurement process.	The FACS Aboriginal Procurement Process will assist staff in direct negotiation with Aboriginal owned companies for projects with a value of up to \$250K See process below

## Aboriginal Procurement Process



**FACS works with Aboriginal owned businesses to identify and develop business and employment opportunities**

What	How	Detail
FACS will engage with suppliers and encourage them to take up membership of organisations such as Supply Nation and NSW ICC	FACS recently provided more information on membership of these organisations to a number of service providers.	The FACS Partnerships directorate included a brief article about the Aboriginal Procurement Policy in their Partnering newsletter. This was distributed to over 1,600 service providers, program managers and contract managers of FACS. The article advised organisations (especially ones that were able to provide goods and services) of the role of Supply Nation and NSW ICC. The article advised that membership of one (or both) of these organisations would provide greater visibility within NSW Government Departments
FACS is a Buyer member of Supply Nation and works with Supply Nation to develop and provide	FACS will continue to work with Supply Nation to develop and present seminars and workshops to staff. These will	<ul style="list-style-type: none"> <li>Two Supply Nation / Aboriginal Procurement Policy Briefing Sessions were held in February and March 2019</li> </ul>

<p>appropriate training and guidance to staff who procure goods and services</p>	<p>cover the role of Supply Nation and also FACS specific information on the APP and procedures.</p>	<ul style="list-style-type: none"> <li>• FACS and Supply Nation will continue to hold combined sessions on a quarterly basis. They will comprise specific APP Procurement process information and practical advice from Supply Nation on sourcing Aboriginal owned suppliers.</li> <li>• Supply Nation will provide training on how to use the Indigenous Business Direct Sourcing Tool</li> <li>• Strategic Procurement will work with Human Resources in order to be represented at any new staff induction programs</li> </ul>
<p>FACS will work with NSW Procurement to participate in Aboriginal Procurement Roadshows and/or other events as and where required and appropriate</p>	<p>FACS was invited by NSW Procurement to nominate staff as well as specific projects that could be featured in the road shows. Staff from AHO, FACS and LAHC were nominated.</p>	<p>The NSW Procurement Roadshows commenced early in 2019 and FACS was represented by AHO and LAHC at the first roadshow held at the National Centre for Indigenous Excellence.</p> <p>A representative from the Aboriginal Housing Office (AHO) gave a presentation on how Aboriginal owned companies are encouraged to work with AHO, especially in the areas of:</p> <ul style="list-style-type: none"> <li>• Housing repairs and maintenance</li> <li>• Upgrades</li> <li>• New constructions</li> </ul> <p>In the 2017/18 financial year 61% of AHO's construction or maintenance contracts were awarded to Aboriginal owned companies</p> <p>AHO also presented on the work being done in conjunction with Corrective Services Industries (Justice Department) to increase Aboriginal company participation (Refer Appendix A)</p> <p>A representative from Land and Housing Corporation (LAHC) attended this event in order to provide information.</p>
<p>FACS works with, and funds, a number of Aboriginal led Community organisations and NGO's. The majority of these organisations are not</p>	<p>The FACS Partnerships directorate included a brief article about the Aboriginal Procurement Policy in their Partnering newsletter. This was distributed to over 1,600 service providers, program</p>	<p>Some of the organisations also provide goods or services (as well as Human Services) and, if a member of an appropriate organisation, it would be considered an Aboriginal organisation under the Aboriginal Procurement Policy.</p>

members of Supply Nation or the ICC.	managers and contract managers of FACS. The article highlighted the purpose of the Aboriginal Procurement Policy and directed readers to find out how the policy might apply to Aboriginal organisations.	
FACS will ensure that suppliers are made aware of their obligations under the APP at the time of tender for projects with a value of over \$10M (ex GST). The obligations will be incorporated into the contract.	FACS will include an Aboriginal Participation Plan template in the Request for Tender document for tenders of over \$10M. Suppliers are to submit a Plan as a draft with the tender and as a final Plan if appointed to the tender.	FACS will work with the successful tenderer to ensure the most appropriate Plan is in place at the start of the contract. FACS will ensure that the information requested is in line with the Selection Criteria. FACS values innovation and value for money in Procurement and will work with the successful tenderer to develop this strategy.
FACS will ensure that suppliers submit final Aboriginal Participation Plans and Reports upon the execution of contract and as required thereafter.	NSW Procurement will email suppliers a link to the data collection system. They can submit data when requested by the Agency.	FACS will check the data being submitted by the suppliers for contracts with a value of over \$10M...
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**FACS has set measurable targets for Aboriginal participation that the agency or cluster will adopt including, where appropriate, targets for specific categories of procurement and Aboriginal workforce strategies**

What	How	Detail
FACS is in accord with the whole-of-government target of awarding 3% of the total number of domestic contracts for goods and services issued by NSW Government agencies by 2021	Some sourcing projects specifically require that Aboriginal owned organisations be appointed if possible. Examples are .cultural training, work in remote communities, projects where Aboriginal elders have requested that an Aboriginal owned organisation be appointed. Such organisations are therefore invited via a Selective Tender process	Expenditure on goods and services with Aboriginal organisations for the 2018/2019 financial year was 5.99% of the total goods and services expenditure.

**Report the outcomes that have been achieved and actions taken where targets have not been achieved**

Development of Aboriginal Procurement Process	FACS has developed a simplified Procurement Process to enable sourcing directly from Aboriginal owned suppliers	The process was tested by a number of departments within FACS to ensure its “useability” and effectiveness. The process has reduced the number of steps required to assist stakeholders to directly engage with Aboriginal owned organisations. A simplified Direct Negotiation process has been introduced for contracts with a value of up to \$250K
Contract lifecycle management system	FACS introduced a contract lifecycle management system in mid-2018. Contracts with Aboriginal organisations are identified in the system	Contracts with a value of over \$50K are identified in the system. There are currently twenty seven Aboriginal owned suppliers listed.
Procurement Platform	FACS is considering introducing a Procurement platform that is used as a sourcing tool and reporting database and identifies and enables online sourcing from specific organisations.	FACS, in conjunction with the supplier, is planning to develop a Social Procurement strategy. The platform identifies not only Aboriginal organisations but other Social procurement organisations such as ADE’s, Social Enterprises, etc. The use of the platform will simplify identification and inclusion of such organisations in sourcing projects.
Spend data identified	FACS utilises a whole-of-government finance reporting system	FACS obtains, monitors and analyses spend data across appointed Aboriginal owned suppliers to ensure it is on track to meet the Government target of 3% of spend.

**FACS will maintain and update this Aboriginal participation Strategy at least annually, at a time consistent with any requirements for reporting outcomes to the NSW Procurement Board.**

## Appendix A

### Aboriginal Housing Office (AHO), Department of Justice and Corrective Service Industries (CSI)

CSI and AHO are working together on an innovation project which is aimed at providing greater design flexibility, improved construction quality and reduced program time by constructing homes from prefabricated pods configured to take advantage of site conditions, client and community requirements. The house is designed to reduce the impact of increasing energy cost on tenants

CSI engages Aboriginal inmates as part of their construction program and, where possible, engages with Aboriginal companies for site works. This supports AHO's ethos around providing local employment opportunities in a remote area where there is limited capital investment, and working in partnership with other Government. Agencies to deliver appropriate social outcomes for Aboriginal people

AHO has been able to match the capabilities within the organisation with the needs of CSI to deliver positive outcomes, including creating genuine Aboriginal participation and employment opportunities and developing partnerships with local tradespeople and communities.

By working together, Government agencies can collaborate to assist in the following areas:

- **Increasing housing supply:** CSI is working with the Aboriginal Housing Office to deliver cost effective homes to remote locations.
- **Delivering strong budgets:** Government to government procurement supports value for money transactions
- **Reducing adult reoffending:** All work by CSI contributes to reducing the risk of reoffending through meaningful work programs.