WESTERN SYDNEY INDIGENOUS BUSINESS SUMMIT 2019 OUTCOMES REPORT









New South Wales Aboriginal Land Council

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the land, sea and skies – Australia's First Peoples.

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We are grateful to those who have come before us and who have nurtured and protected Country for future generations, and we pay our respects to Elders past and present.



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Hi everyone,

On behalf of NSW Aboriginal Land Council and the Yarpa Hub, I would like to extend my sincere gratitude to everyone who attended the first Western Sydney Indigenous Business Summit at the William Inglis Hotel in Warwick Farm.

We were overwhelmed with the attendance we had on the day, particularly the knowledge and experience of participants spanning across a range of organisations and sectors. Whilst many of us came from different backgrounds, it was evident we had a shared passion for fostering a thriving Indigenous business sector across Western Sydney.

Whilst there were a range of issues to discuss on the day, we focused our efforts on the areas of capability & capacity, risk & mindset, building the supply chain and increasing tendering outcomes. Discussions on these topics were robust with Indigeous business owners sharing their successes and challenges working in these areas and what industry and government leaders can do to improve outcomes for the sector.

I'd like to thank those who played an integral part in bringing the event to life – Two Point Co, KPMG U-Collaborate, the Summit Co-Design Group, panel participants and the Yarpa Hub team.

I hope this report allows you to gain a greater understanding of not only key issues faced by the Indigenous business sector, but also the steps required to enable meaningful participation of Indigenous people in the Western Sydney economy.

Yuseph Deen

Executive Director Yarpa NSW Indigenous Business and Employment Hub





AN OVERVIEW: THE WESTERN SYDNEY INDIGENOUS BUSINESS SUMMIT

On Wednesday 31 July 2019, the NSW Aboriginal Land Council (NSWALC) and the Yarpa NSW Indigenous Business and Employment Hub (Yarpa Hub) hosted the first Western Sydney Indigenous Business Summit (the Summit).

Co-designed by a diverse group of community members, the Summit provided a unique forum for the Indigenous business sector, government, corporates and industry to come together and collaboratively look towards harnessing the economic opportunities arising in Western Sydney.

Attended by 100 key stakeholders from these sectors, this important gathering created a genuine two-way dialogue within the Indigenous business sector built around an exchange of ideas, challenges and progressive thinking anchored by subject matter experts, panel discussions, and a space for real conversations.

The Summit also provided a unique opportunity to collate insights from Indigenous businesses, Industry, Government and peak body representatives to help shape the Yarpa Hub offerings.

Coupled with the Yarpa Hub Summit Insights report and pre-Summit workshops, Yarpa gathered strong intelligence from the Indigenous business sector to design and deliver programming for training, platforms for engagement and stronger visibility for both the buyer and supplier to continue build a mutually benificial environment.

The Yarpa Hub will continue to program further events to inform the design of additional services and content as the economic centre of the region matures.



INSIGHTS REPORT SUMMARY

As part of the co-design approach to the Summit we engaged Indigenous business owners, top tier organisations, peak bodies and government agencies in a series of workshops to understand the current state of the sector.

This was critical in designing the agenda for the Summit, and additionally, help shape the future offerings of the Business Hub.

We also initiated research into the Indigenous business sector outside of this process to gather insights to capture wider perspectives of what challenges need to be met, and what opportunities exist due to the increasing Western Sydney demand.



Key Insights:

- The majority of Indigenous business owners interviewed have indicated that we, (the Indigenous business sector), all need to build trust to develop a healthy sector to realise prosperity across all communities.
- Participants indicated that it is difficult to assess and identify how to mitigate risk in a tender document to articulate true value in order to be a real contender.
- The Indiaenous business sector needs to become more outcomes focus and understand, research and evaluate what impact we are all making to Aboriginal and Torres Strait Islander communities.
- There is sometimes a disconnect between Diversity or Social Inclusion functions and Procurement, Commercial and Project teams. It can be difficult to convert good intent into action due to a lack of capability to engage with Indigenous businesses and community.
- Participants have indicated that the buyers find it challenging to uncover social inclusion outcomes as a result of engaging with Indigenous businesses.
- The Yarpa Hub has the potential to bring all of the 'moving parts' of the Indiaenous business sector together whilst creating an innovative and engaging space for aspiring and current Indigenous business owners.

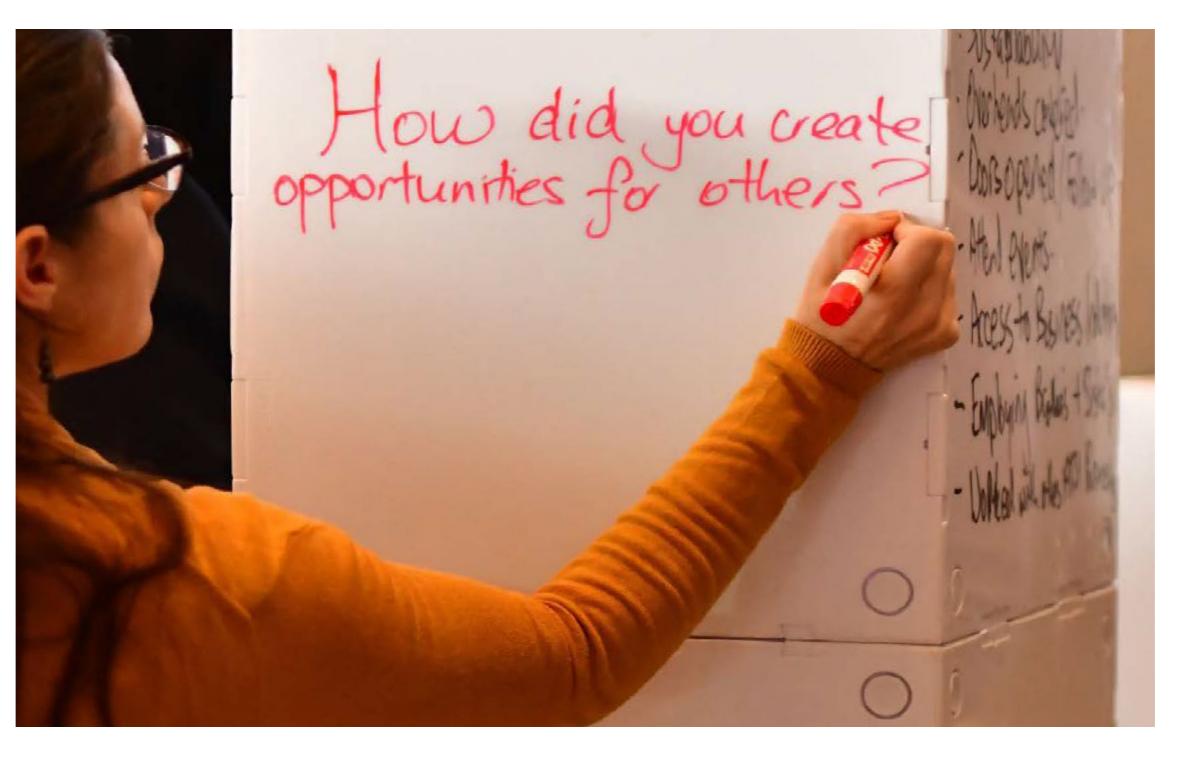
DESIGNING THE APPROACH

Leveraging and harnessing the opportunities across Western Sydney for Indigenous Businesses requires the collaboration of the Indigenous business sector, peak bodies, top tier organisations and all levels of government. We recognise that by sharing our collective intelligence around challenges and opportunities we can accelerate outcomes.

The Yarpa Hub formed a group of key representatives from their respective fields to work in partnership with the KPMG U-Collaborate team to co-design the Summit agenda to ensure it was relevant and structured to facilitate solutions to some of the sectors key issues. The co-design group was made up of representatives from Indigenous businesses, corporates, state and federal government, and the Indigenous business support sector.

These co-design sessions produced an agenda that enabled solutions to harness the economic opportunity in Western Sydney and further explore the development of the region's Indigenous business sector through Yarpa as a key foundation. The key insights and themes arising out of the co-design sessions produced the following key topics for the Summit:

- Capability & Capacity
- Risk & Mindset
- Supply Chain
- Tendering



THE SUMMIT AGENDA WAS DESIGNED AS A COLLABORATIVE APPROACH TO:

- Contribute to thought leadership on integrating Indigenous businesses in the supply chains of Tier 1, Tier 2 and Tier 3 companies, and government agencies.
- Generate industry commitment to contribute to the success of State and Federal Indigenous procurement policies.
- Identify solutions for Indigenous business success and capability of mainstream businesses through supplier diversity engagement.
- Drive network and partnership development.
- Highlight the economic opportunities for Indigenous businesses in Western Sydney.







CAPACITY & CAPABILITY

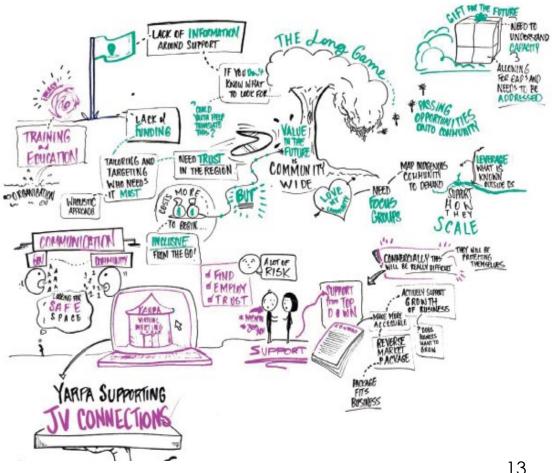
We wanted to understand the barriers and opportunities for Indigenous businesses to respond to and deliver on opportunities in Western Sydney in the short and long term, this included what the real issues are for all stakeholders in this emerging business sector.

Key Themes:

- There needs to be more platforms to support Joint Ventures
 across various sectors
- A holistic approach is required to supporting businesses to build capability
- Develop and scale up tendering workshops to support emerging
 Indigenous businesses
- Educate Indigenous businesses on what is happening in Western Sydney via roundtables, workshops and targeted communications
- Develop export capability workshops
- Engaging with Industry 101 workshops
- Access to working space with hot-desks for small businesses to operate from
- Intensive three day start up and business growth workshops
- Inclusivity requires more investment initially, but leads to long term community capacity building
- Community looks for a safe space to communicate with government on all levels

What We Learnt:

Indigenous business services should be centred around a holistic approach to uplifting the sector through learning and development opportunities. Connecting with the right stakeholders at the right time is critical for all concerned and the development of platforms to streamline the communication of opportunities should be a critical factor for service providers.



RISK APPETITE & MINDSET

We explored what is required to increase the comfort of engaging with new or unproven suppliers and how Indigenous businesses can best position themselves to take advantage of opportunities. We also explored what is required from top tier organisations and government to understand the real challenges for Indigenous businesses and the opportunity for community uplift.

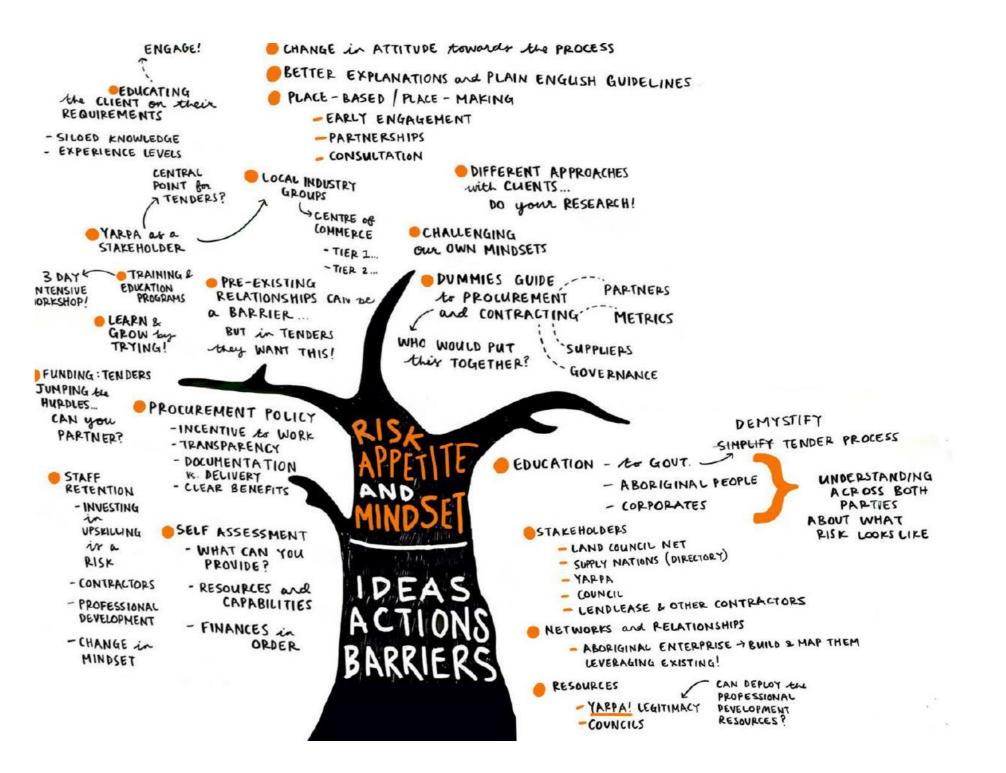
Key Themes:

- Businesses are seeking better explanations and plain English procurement guidelines from buyers Procurement (i.e. 101 Risk Management 101)
- Early engagement is critical
- Great need to de-mystify the tender process
- Create two way learning opportunities that account for Indigenous and Western perspectives
- Opportunities for buyers for greater understanding about the social impact of successful Indigenous businesses
- Further research on social impact evaluation within Indigenous communities
- More stories of success and Indigenous business excellence
- Program more networking events
- Develop a community-led communications plan on the economic opportunities in Western Sydney

What We Learnt:

Clear and concise messaging from Industry around the nature of opportunities and the process to engage with supply chains is key for Indigenous businesses. Large Purchasing Organisations (LPO) require greater understanding of the nature of the social landscape of Indigenous communities to understand the benefits of supplier diversity. Relationships are key to doing business so it's vital that services can play a connecting role for Indigenous businesses to ensure continued engagement.





SUPPLY CHAIN

We looked at examining the existing supply chain to open up opportunities for Indigenous businesses to compete and different ways to create a pathway for commercial engagement.

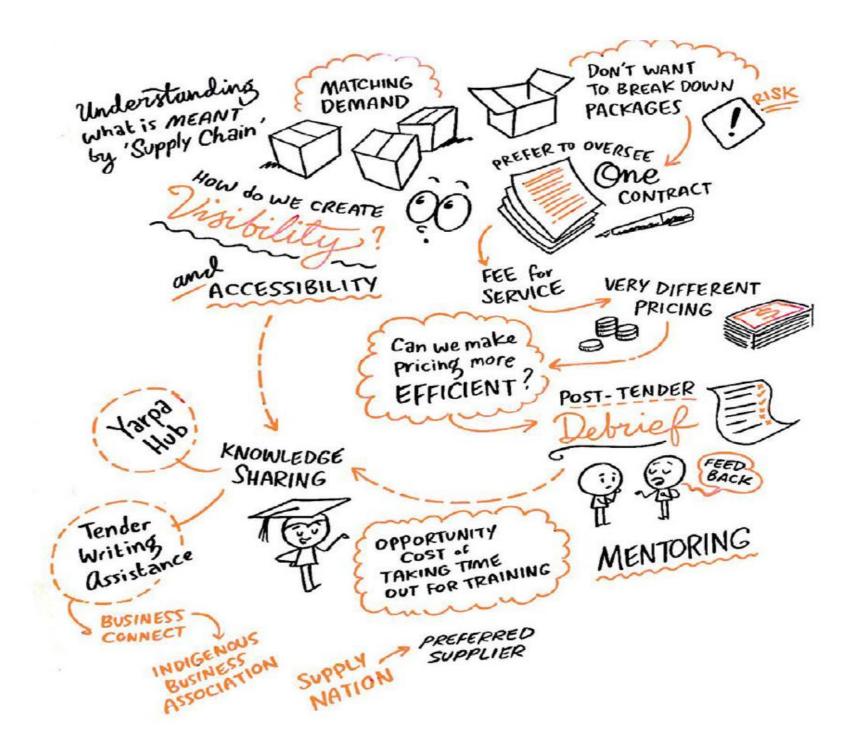
Key Themes:

- Understanding what is meant by 'Supply Chain'
- Understanding how to create visibility and accessibility of commercial opportunities
- Feedback and de-briefing post the tender process for Indigenous businesses
- Top tiers having the ability to unbundle contracts for small to medium sized Indigenous
- businesses
- It is difficult for top tiers/buyers to invest in training for Indigenous businesses time/money
- We need further opportunities for knowledge sharing through Yarpa or Supply Nation

What We Learnt:

The operational aspect of doing business with large organisations is challenging particularly 'decoding' feedback and understanding what procurement opportunities are suitable for small to medium sized Indigenous businesses. Further consideration also needs to be given by top tier organisations and government agencies around how packages of work can be made available to Aboriginal businesses within larger projects to enable a wider distribution of procurement spending.





TENDER PROCESS

For some time the tender process has been perceived as one of the most significant blockages for Indigenous businesses in securing opportunities across Western Sydney and NSW more broadly. We explored the tender process from both sides to understand what we should stop doing, what we should start doing, and what would make it better in an ideal state.

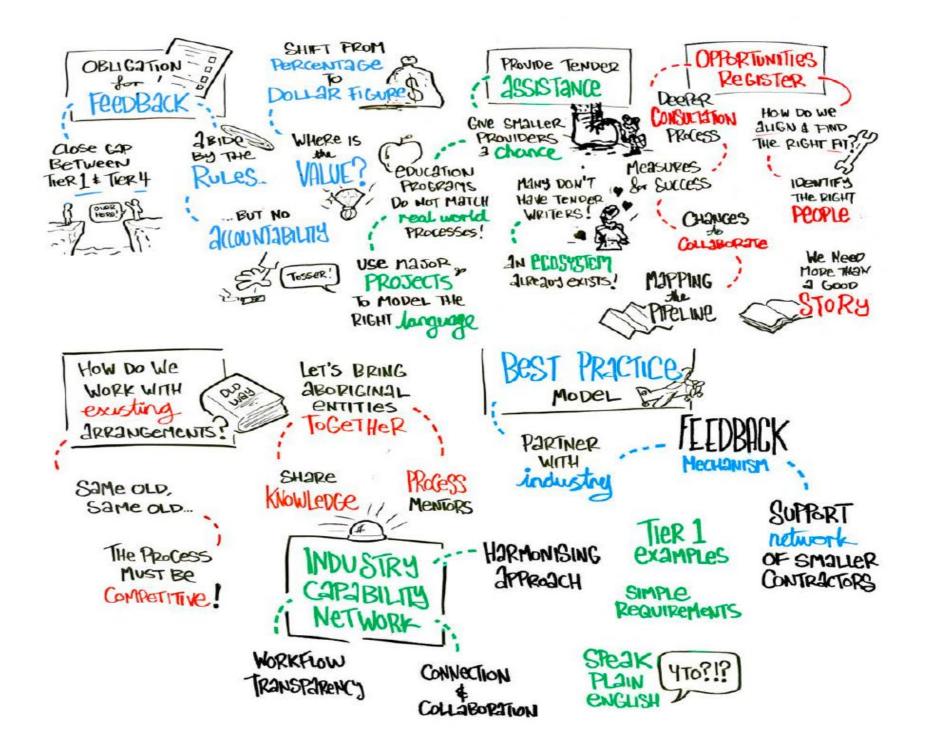
Key Themes:

- Understanding existing commercial relationships with buyers to create a competitive environment for enterprises
- Need to create an Industry Capability Network
- Need to create a support network for small contractors
- Establishing an Opportunities Register to increase visibility of work packages
- Greater need to obtain feedback from buyers in the event of unsuccessful bids
- Provision of Tender writing assistance How to articulate value
- Creating an eco-system of business experts to support smaller Indigenous businesses (e.g. Tender writers)

What We Learnt:

Visibility of real opportunities with large organisations is essential for Indigenous businesses along with understanding how to articulate value in a tender process. The need for Indigenous business owners to connect with other small to medium enterprises continues to be a strong theme along with building networks with skilled mentors in the industry.





KEY LEARNINGS: FROM INSIGHTS TO ACTIONS

The Yarpa Hub recognises that Buyers, Indigenous businesses, Local/State and Federal Government all have a role in growing the Indigenous business sector to build strong communities through economic growth in Western Sydney and NSW more broadly. Using the collected learnings from the Summit, the Yarpa Hub has identified areas of our service delivery that can be more responsive and tailored to the needs of Indigenous businesses:

1. The Yarpa Hub's core services should be centred around a holistic approach to uplifting the Indigenous business sector through learning and development opportunities in partnership with relevant stakeholders.

2. The Yarpa Hub can become a source of clear and concise messaging for Industry around the nature of opportunities and the process to engage directly with supply chains. Simultaneously, the Hub can work with Industry to build a greater understanding of the nature of the social landscape of

Indigenous communities throughout all levels of their organisations.

3. Indigenous businesses require more information on the benefits and risks of working with various industry tiers to determine how they can strategically focus their efforts to increase potential for future opportunities. Utilising sophisticated business diagnostic/assessment procesess, the Yarpa Hub can align businesses against packages of work made available by Industry leaders and government agencies.

4. Visibility of real upcoming opportunities with large organisations is essential for Indigenous businesses along with understanding how to articulate value in a tender process. The need for Indigenous business owners to connect with other small to medium enterprises continues to be a strong theme along with building networks with skilled mentors in the industry.

In response to these learnings and intelligence Yarpa has gathered, we will be implementing a number of key initiatives that will continue to develop and expand as the Indigenous business sector matures across NSW.



YARPA INITIATIVES

BUSINESS SUPPORT COACH	Our Business Coasches provide a range of holistic, wrap around services that are uniquly tailored to the needs of each business by utilising our extensive network and partnerships acoss the business support sector. This free service provides flexible and responsive business advice, training and support across an array of key business areas.
BUSINESS CONNECTION AND ADVOCEY	Direct connection into major projects via the Yarpa Hub industry stream. This is undertaken via business connect events, the Yarpa Business Directory and negotiation of work packages with Tier 1 and 2 Industry leaders.
ABORIGINAL BUSINESS DIRECTORY	The Yarpa Business Directory is a list of quality assured businesses that have either received direct support from the Yarpa Hub or have been assessed as suitable to engage in tendering opportunities.
EDUCATION AND TRAINING	The key focus of the Education and Training Package is to provide the best access to edu- cation, training and support to empower Indigenous businesses to expand on capabilities, maximise business development and take advantage of business opportunities via pitching, networking and tendering. Businesses who participate will develop the skills and knowledge needed to increase their capacity and improve their capability to create a viable and sustainable business.
OPPORTUNITY PIPELINE INITIATIVE	The Opportunity Pipeline initiative is a collaborative program developed between Yarpa, top tier industries and government agencies to provide a pathway for Indigenous businesses to meaningful procurement opportunities. Through direct negotiation and partnerships, Yar- pa will secure specific packages of work for Aboriginal businesses that will enable existing and emerging businesses to connect with significant projects across Western Sydney and NSW.
YARPA GROWTH PROGRAM	Yarpa Grow is a program designed to ensure that Yarpa businesses are procurement ready and increasingly certified by undertaking a flexible curriculum of training, on the job learning and direct access to a range of highly skilled mentors. 21

PARTICIPANTS

Aboriginal Affairs Accor Hotels Arc Blue Barran Constructions BIC Services Pty Ltd BlackRock Industries Broadlex Services Pty Ltd Campbelltown Council Cantebury-Bankstown City Council Careflight CPB Daen Connect Department of Finance Department of Infrastructure DLCM Eather Group Enable Consulting Export Council of Australia Fulton Hogan Gandangara LALC

GHD Goanna Solutions GWS Engineering and Construction IBA IndigiSpace John Holland KPMG Laing O'Rourke Lendlease Liverpool City Council Many Rivers Muru Mittigar National Indigenous Australians Agency NPM Indigenous NSW Aboriginal Land Council **PSG Holdings** Regional Development Australia – Sydney Source Nation Supply Nation Tharawal LALC Total Surveying Solutions Transport NSW Two Point Co

University of Wollongong UNSW Business School Waal Civil Wehbar Electrical Westpac Western Sydney Airport Corporation Western Sydney Business Connection Western Sydney City Deal Delivery Office Western Sydney Investment Attraction Office Yarpa Hub





THANK YOU

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Australian Government

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