



Indigenous Procurement Strategy

Procurement Services, Operations Portfolio



THE UNIVERSITY OF
SYDNEY

Leadership for good starts here

ACKNOWLEDGEMENT OF COUNTRY

The University of Sydney's Camperdown Campus sits on the lands of the Gadigal people with campuses, teaching and research facilities on the lands of the Gamaraygal, Dharug, Wangal, Darkinyung, Burramadagal, Dharawal, Gandangara, Gamilaraay, Barkindji, Bundjalung, Wiradjuri, Ngunawal, Gureng Gureng, and Gagadju peoples.

We recognise and pay respect to the Elders and communities of these lands, past, present and emerging, who for thousands of years have shared and exchanged knowledges across innumerable generations, for the benefit of all.

We respect and value the knowledges, cultures and traditions of Aboriginal and Torres Strait Islander peoples. There is no place in Australia – water, land or air – that has not been known, nurtured and loved by Aboriginal and Torres Strait Islander peoples.

We acknowledge that many people identify themselves by their Clan, Mob and/or Country. For the purposes of this document, we respectfully refer to Aboriginal and Torres Strait Islander peoples as Aboriginal and Torres Strait Islander throughout, and Indigenous in reference to programs or data only.

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The University reserves the right to make
alterations to any information contained within
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FOREWORD

From little things, big things grow

Indigenous owned businesses are the powerhouses of impact, generating independence, pride, resilience and financial stability for Aboriginal and Torres Strait Islander peoples.

These owners and employees are actively creating positive futures for themselves, their families and their communities, as well as supporting the entire Australian nation in shaping our unique and distinctive character.

As the first university in Australia, the University of Sydney has an important role to use its purchasing power for good—by supporting Aboriginal and Torres Strait Islander communities, their businesses, employment and economic participation. Through the goods and services we purchase, we can value the economic, social and cultural contribution of Aboriginal and Torres Strait Islander peoples and share in the unique cultures offered to us by Australia’s First Peoples.

This Indigenous Procurement Strategy (the Strategy) outlines the principles of the University’s approach to Indigenous procurement and supplier engagement. The University will further collaborate and build strong partnerships with Indigenous businesses on this journey. Together, we can demonstrate leadership for good and improve the lives in all the communities that we serve.

Professor Lisa Jackson Pulver

Deputy Vice-Chancellor, Indigenous Strategy and Services

Stephen Phillips

Vice-President, Operations

The University has an important role to use its purchasing power for good—by supporting Aboriginal and Torres Strait Islander communities, their businesses, employment and economic participation.



PART I: OVERVIEW

The University's Indigenous Procurement Strategy is a living document. Our approach will be developed iteratively, with a continuous improvement mindset, through the implementation of pilot programs, review and consultation. Our goal over the next two years is to test and trial, with a view to adopting an informed policy with enduring and meaningful impact.

Purpose

This Strategy sets out the University's approach to supporting Indigenous owned businesses through developing measurable procurement practices. It describes the steps we propose to take to review and provide opportunities to increase our procurement spending with Indigenous suppliers. Specifically, it is intended to facilitate measurable increases in Indigenous owned business participation and procurement opportunities across the University.

Objectives

The University aims to develop its approach to Indigenous procurement iteratively, including setting targets, through consultation and review.

This Strategy will evolve to meet these objectives:

- **Support Indigenous owned businesses:** To stimulate Indigenous entrepreneurship, employment opportunities and economic participation for Aboriginal and Torres Strait Islander peoples.
- **Increase opportunities at the University:** To boost opportunities for Indigenous suppliers, drive and meet demand for Indigenous goods and services, and expand supplier diversity, equity and inclusion in the University's supply chain.
- **Develop strong partnerships:** To share knowledge and innovations, build capacity and capability, and grow deep relationships between the University and Indigenous suppliers.

Why Indigenous procurement?

Indigenous procurement is important for the University to achieve its vision: leading to improve the world around us. It supports the University's values of diversity and inclusion in its supply chain.

Indigenous owned businesses deliver important value to our campuses, local communities and the Australian society. They create employment, innovation, and economic and social contributions in the community. Indigenous suppliers are proud of being examples of independence and strength, increasing autonomy, confidence and aspirations as positive role models across our country and the world.

Indigenous suppliers:

- Develop Aboriginal and Torres Strait Islander leaders, role models, advocates and mentors in their communities and society.
- Support and grow strength in communities through employment, volunteering, training and encouragement.
- Offer opportunities for young Aboriginal and Torres Strait Islander people to develop their capacity to pursue their desired careers and grow into leaders themselves.
- Tackle prejudice and misperceptions by sharing their culture with non-Indigenous stakeholders.
- Provide a safe and welcoming space to connect to culture, for the family to be together and become a natural extension of their communities.
- Enhance pride, confidence, aspiration, independence and optimism for the future across the Australian and global community.
- Deliver local value in diverse locations and reinvestment into local communities.

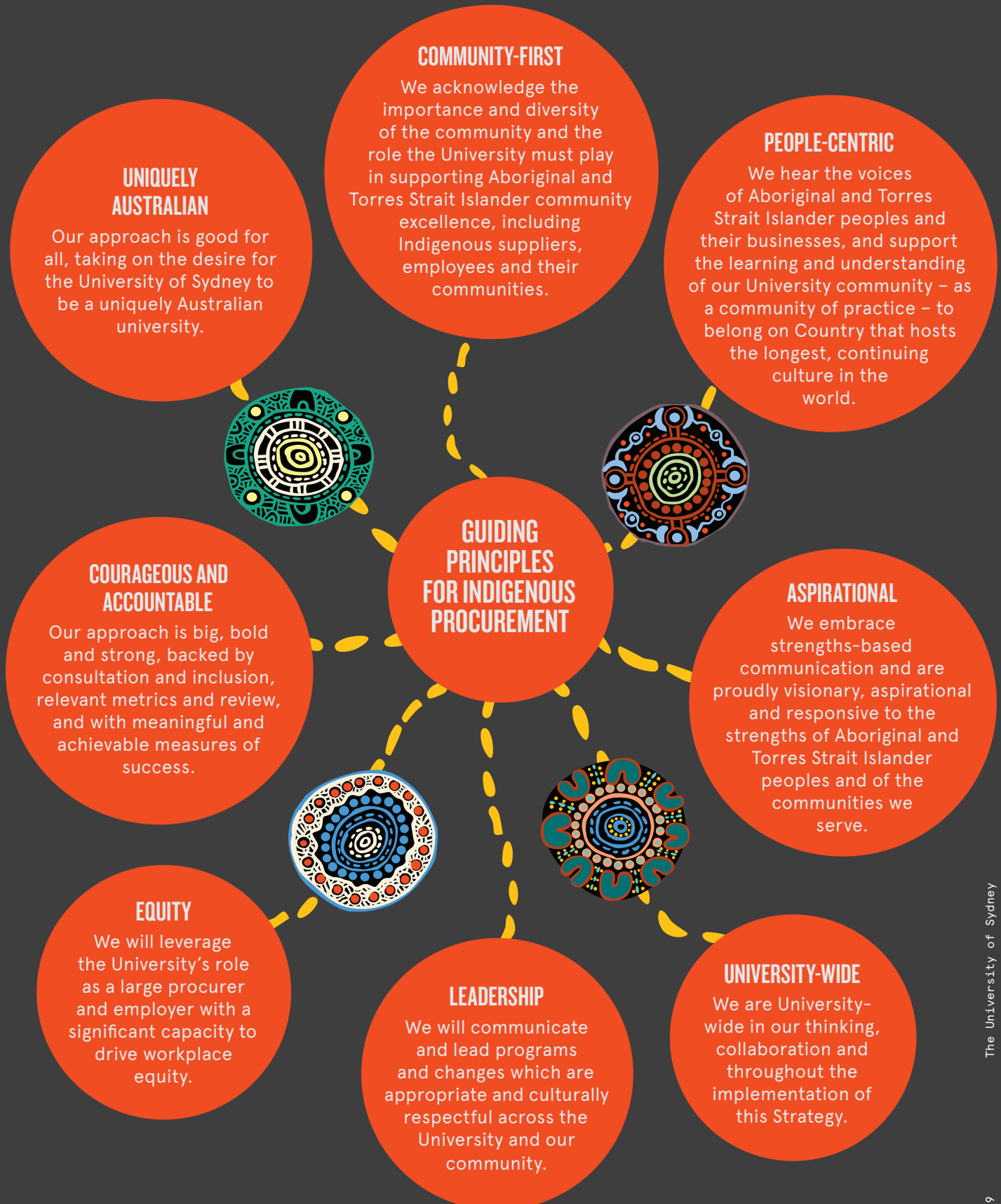
The rights for a quality education for all and leadership that improves lives in all of the communities that we serve is the underlying principle of practice for this University. By supporting Indigenous procurement and developing strong relationships with Indigenous suppliers, the University can recognise and value the contributions of Aboriginal and Torres Strait Islanders in our communities and contribute to a better Australia.



Guiding principles for Indigenous procurement

Respect, relationships and reconciliation are at the heart of our procurement processes and engagement with Indigenous suppliers.

This Strategy is guided by respect for Aboriginal and Torres Strait Islander peoples and acknowledges the many cultures, knowledges and traditions of this place we call Australia.



University of Sydney's 2032 Strategy

The [Sydney in 2032 Strategy](#) channels our sense of responsibility to contribute to a better world, building on our past decade of significant change and challenges. We recognise our obligations to the first peoples of this land: to honour more than 60,000 years of knowledge creation and how it informs what we study and how we work today, and to contribute to and support the development of this knowledge in years to come and ensure that it is accessible to all. Recognising and valuing Aboriginal and Torres Strait Islander knowledge is what is needed for us all to belong here now, no matter how or when we came.

Social equity is at the heart of our past and our future. By 2032, our community will be more diverse and inclusive, helping us all to shape a positive future. The University is committed to embedding sustainability and caring for Country in all we do, working with Aboriginal and Torres Strait Islander knowledges and history for a future that is better, and more just.

One Sydney, Many People Strategy 2021-2024

This Indigenous Procurement Strategy is a priority of [One Sydney, Many People](#), a whole-of-University commitment to journey together, valuing, respecting and celebrating Aboriginal and Torres Strait Islander people's knowledges and cultures. Indigenous procurement enables the University to:

- Connect and engage with Aboriginal and Torres Strait Islander communities locally and regionally in authentic and mutually beneficial ways.
- Embed Aboriginal and Torres Strait Islander knowledges, histories and cultures throughout University policies, behaviours, structure, programs and curriculum.

Caring for Country – Sustainability Strategy 2020

Caring for Country is an important principle to support both Indigenous and sustainable procurement, aligned with the [Sustainability Strategy](#). To build long-term sustainability in our procurement practices, we need to appreciate the complexity of the natural environment as it shifts and emerges over time, and minimise negative human impact on it. This includes:

- Practising our values and demonstrating social responsibility through our business choices.
- Integrating multiple knowledge systems, including those of our Indigenous communities and suppliers.
- Partnering effectively with peoples and communities in urban, rural and regional Australia and globally in co-created activities to deliver long-term sustainable benefits to us all.

Sustainable Development Goals

Our procurement approach reflects our commitment to making a positive difference towards the Sustainable Development Goals and supporting a peaceful and sustainable future through our education, research and operations.



PART 2: KEY CONCEPTS

Aboriginal and Torres Strait Islander employee

The number of Aboriginal and Torres Strait Islander employees is recorded in the University's Request for Tender and the Indigenous Participation Plan. The University requires the supplier to detail the policy and procedures in place to capture their Aboriginal and Torres Strait Islander workforce data.

The supplier must also advise the policy and procedures used to verify Indigenous status for roles restricted to Aboriginal or Torres Strait Islander people, including confirmation that these requirements are consistent with the University of Sydney policy and procedures available on the [University's Policy Register](#).

Black cladding

Black cladding is a term used to describe "the practice of a non-Indigenous business entity or individual taking unfair advantage of an Indigenous business entity or individual for the purpose of gaining access to otherwise inaccessible Indigenous procurement policies or contracts. Unfair advantage involves practices and arrangements that result in the disadvantage or detriment to an Indigenous business, or do not represent a genuine demonstrated level of equitable partnership and benefit. The Indigenous party in the business should receive equal benefit from the arrangement".¹

To minimise the risk of black cladding, the University will rely on the registration, audit and quality assurance of Indigenous owned businesses completed by Supply Nation and the NSW Indigenous Chamber of Commerce. The University will not perform its own assurance activities.

The University encourages staff to recognise and report suspected black cladding to the University's Procurement Services, who in turn will report concerns to our partners as required.

For more information, read [Supply Nation's details on black cladding](#).



¹ Supply Nation, 2022, *Black Cladding*, available at: <https://supplynation.org.au/about-us/black-cladding/>.

Identifying opportunities for purchasing from Indigenous owned businesses

The University will identify categories of goods and services which present genuine opportunities for our faculties, professional service units and staff to engage Indigenous owned businesses (also known as “Indigenous addressable spend”). We will do this on the basis of goods and services provided by businesses certified, registered or assured by Supply Nation and the NSW Indigenous Chamber of Commerce.

There are two opportunities to purchase from Indigenous owned businesses:

- **Primary opportunities (sometimes called “first tier spend”):** Money spent on purchases through contracts or purchases directly with Indigenous suppliers.
- **Secondary opportunities (sometimes called “second tier spend”):** Money spent on products or services from Indigenous owned businesses that are obtained or accessed through non-Indigenous suppliers. Examples include:
 - Subcontracting services: The University awards a contract to a non-Indigenous business (first tier), which then subcontracts part of the work to an Indigenous owned business (second tier).
 - Reselling products: The University purchases products from a non-Indigenous business (first tier) which has procured some or all of the products from an Indigenous owned business (second tier).

Secondary opportunities will be considered for the purposes of this Strategy only if the goods or services from the Indigenous contractor directly contribute to the project or contract, in accordance with Supply Nation’s requirements. The University requires secondary opportunities by non-Indigenous suppliers to be recorded through the Indigenous Participation Plan (see below).

Both primary and secondary opportunities will count towards calculating the University’s overall Indigenous procurement spending. All acquisitions of mainstream goods and services at the University present opportunities for increased procurement from Indigenous businesses.

Relevant spending categories will change over time as new Indigenous owned businesses emerge in different sectors. As such, the University’s procurement categories will be updated regularly and in consultation with Indigenous supplier experts.

Indigenous owned business, supplier or contractor

The University will recognise businesses that are registered or certified by Supply Nation or assured by NSW Indigenous Chamber of Commerce as Indigenous owned suppliers or contractors for the purposes of this Strategy.

Further details and lists of Indigenous owned businesses are available from:

- Supply Nation:
<https://supplynation.org.au/>
- NSW Indigenous Chamber of Commerce:
<https://nswicc.com.au/>



PART 3: IMPLEMENTATION OVERVIEW

The University is committed to meaningful and effective implementation of this Strategy to drive Indigenous procurement opportunities. To inform its implementation, the University is adopting an evidence-based process of pilot testing, consultation, data analysis and evaluation. This process will help establish future targets, updated commitments and formal procurement policy.

University's commitment

Key Performance Indicator	Commitment
<ul style="list-style-type: none">Value of contracts and purchases from Indigenous owned businesses	<p>Short term</p> <ul style="list-style-type: none">An annual increase in the value of contracts and purchases, using 2020 as a baseline. <p>Long-term</p> <ul style="list-style-type: none">Aspirational targets for value, determined by 2024 on the basis of past performance and the University's future aspirations.
Lead and Lag Indicators	
<p>The University will also monitor these three indicators annually to inform future updates and developments to the Strategy.</p> <ul style="list-style-type: none">Volume (number) of contracts awarded to Indigenous suppliers.Number of unique Indigenous suppliers engaged by the University.FTE employment opportunities for Aboriginal and Torres Strait Islander peoples through University awarded contracts and secondary opportunities.	

Procurement Services, in consultation with the Office of the Deputy Vice-Chancellor, Indigenous Strategy and Services, recognises the benefit of working towards this ambitious goal through a series of incremental milestones. This Strategy will continue to be shaped by a considered and consultative approach to inform future commitments and details.

Application

This Strategy is owned and administered by Procurement Services within Finance, Operations Portfolio, in consultation with the Office of the Deputy Vice-Chancellor, Indigenous Strategy and Services.

We will apply this Strategy, including pilot programs, to all relevant activities of the University.

Suppliers will be required to meet the University's Indigenous participation requirements, as described or specified in the tender documents and relevant procurement contracts. The University will work with relevant stakeholders to continue to develop and improve these requirements and will be prescribed for inclusion as relevant.

Key contributions to the success of the strategy

Implementation of the Strategy is the responsibility of all parts of the University, including Faculties, Professional Services Units and staff.

University overall

- Development and implementation of this Strategy is a responsibility shared across the University. The University will consider this Strategy in the preparation and review of major initiatives, programs and goals.

Office of the Deputy Vice-Chancellor, Indigenous Strategy and Services will:

- Support Procurement Services in the development of the Strategy through the provision of seed funding and expertise.

- Support monitoring, evaluation and refinement of this Strategy.
- Support capacity building for staff in the implementation of this Strategy.
- Support the transition of Indigenous procurement strategy to business as usual under the co-leadership of the Vice-Principal – Operations and DVC-ISS.

Finance and Procurement Services

- The Chief Financial Officer and Chief Procurement Officer are responsible for the implementation of this Strategy, including establishing performance expectations in the work plans of Procurement Services to achieve its objectives across the University's operations and supply chain.
- Procurement Services will administer, review and provide information on the Strategy. Procurement Services will support the Chief Procurement Officer and Executive through advice and consultation, and encourage collaboration across the University to achieve these strategic objectives.

Faculties, Professional Services Units and Staff

- Each unit will be responsible for implementing this Strategy in their area.
- Each unit will be responsible for monitoring the Indigenous Participation Plans for non-Indigenous suppliers and reporting relevant information as requested by Finance and Procurement Services.

Purchasers in the University community, including staff, students and affiliates will:

- Support Indigenous procurement by buying Indigenous goods and services.

PART 4: UNIVERSITY'S PROCUREMENT PRACTICES

The University encourages staff and affiliates to consider purchases from Indigenous owned businesses where there are opportunities that deliver value – from large procurement projects to small purchases. The University will pilot, evaluate and update mechanisms that make it easier for suppliers to engage fairly with the University and for staff and affiliates to purchase from Indigenous suppliers.

Finding Indigenous owned businesses

The University is a member of [Supply Nation](#) and the [NSW Indigenous Chamber of Commerce \(NSWICC\)](#).

The University will use the Indigenous supplier directory hosted by Supply Nation and the NSWICC to identify certified Indigenous owned businesses that provide goods and services appropriate to procurement demand and location profile.

- **Access to the directories:** Visit the University Staff Intranet's [Ethical, Sustainable and Indigenous page](#) (University staff access only).
- **For tailored guidance:** You can contact Supply Nation: 1300 055 298 or info@supplynation.org.au and NSWICC: (02) 4932 7722 or admin@nswicc.com.au

The University's UniBuy catalogue also includes Indigenous owned businesses under the 'Ethical, Sustainable and Indigenous' tile. Further products and services will be added on an ongoing basis. To suggest products and services, please email: indigenous.procurement@sydney.edu.au

Promoting opportunities to Indigenous owned business

University staff can promote opportunities and request for tenders to Indigenous owned businesses by sharing information on:

- **Supply Nation's Member Opportunity Board:** Access the Board through the Supply Nation login via the University Staff Intranet's [Ethical, Sustainable and Indigenous page](#) (University staff access only).
- **NSWICC's Opportunities Board newsletter:** Email details to admin@nswicc.com.au



Mandatory inclusion for Indigenous owned businesses

The University will introduce a requirement to invite Indigenous suppliers to participate in tender processes and associated panels in specific high-opportunity categories. This is a proactive opportunity for Indigenous suppliers to bid for the University's work.

Pilot Program

The pilot program will determine the details of mandatory inclusion to create more opportunities for Indigenous owned businesses. The University will test and consult with relevant stakeholders to determine the specific categories and financial thresholds with the most Indigenous procurement opportunities. This information will help strengthen the details on mandatory inclusion as well as other levers to increase the University's procurement from Indigenous suppliers. The University will also explore opportunities to promote Indigenous suppliers through lower level of spending.

Indigenous Participation Plans for non-Indigenous suppliers

The University will require non-Indigenous suppliers for specific contracts over \$7.5 million in high-opportunity categories to complete an Indigenous Participation Plan (to be introduced in alignment with NSW Government requirements).

Each Plan will detail mandatory reporting requirements of one or a combination of:

- >1.5% Indigenous employment; or
- >1.5% value of contracted Indigenous procured goods/services; or
- >1.5% applied to the cost of education, training or capability building for Aboriginal staff or businesses directly contributing to the contract.

Pilot Program

The pilot program will focus on specific opportunities within categories with high opportunities to engage with Indigenous owned businesses. The University will develop and consult with relevant stakeholders on their Indigenous Participation Plans so that they generate the necessary information and impact, without imposing excessive burdens on potential suppliers. The University will monitor the effectiveness of the Indigenous Participation Plans to inform future updates and expansion to any other industries and sectors as required.



PART 5: EDUCATION & TRAINING

Developing Indigenous cultural competency for staff, affiliates and non-Indigenous suppliers

The University is committed to developing cultural competence for University staff and affiliates, including those engaged across the procurement lifecycle. This includes procurement staff, business partners, contract managers and purchasers. The University will partner with the [National Centre for Cultural Competence](#), Supply Nation and NSWICC on training.

The University will also support its non-Indigenous suppliers to engage appropriately and effectively with Indigenous suppliers and businesses.

Sharing knowledge and capabilities with Indigenous owned businesses

The University will partner with Indigenous owned businesses, Supply Nation and NSWICC to share knowledge systems and develop capabilities, including education, supplier communications and post-tender feedback.



PART 6: MONITORING & EVALUATION

Indigenous procurement dashboard

The University's Indigenous Procurement Dashboard is managed and accessible by Procurement Services. The internal dashboard collates data and tracks progress on the University's commitments and lead and lag indicators. The One Sydney, Many People Project Control Board will have oversight of the progress and impact.

Annual review of the strategy

Procurement Services and the Office of the Deputy Vice-Chancellor, Indigenous Strategy and Services will conduct an annual review of the Strategy to:

- evaluate implementation
- identify potential improvements;
- monitor progress toward the commitments;
- alter the commitments if necessary; and
- assess how the Strategy is working for the University and Indigenous owned businesses.

Ongoing consultation and engagement

The University values the input of its stakeholders and will continue to develop this Strategy with openness and engagement through the pilot programs, annual reviews and evaluations. The University will deepen relationships with Indigenous owned businesses, supplier industry bodies, Aboriginal and Torres Strait Islander peoples and their communities to continue to co-design and co-develop this Strategy.





THE UNIVERSITY OF
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Commissioned artwork:

'Yanhambabirra Burambabirra Yalbailinya' (Come, Share and Learn), 2020 by Luke Penrith for the One Sydney, Many People Strategy.

Depicting a rich interconnected story of knowledge, community and growth, 'Yanhambabirra Burambabirra Yalbailinya' reflects the history and future aspiration of the University. This work has been created to represent the One Sydney, Many People strategy and celebrates our collective vision for the future.

Artist's biography:

Luke Penrith's ancestry is connected through the Wiradjuri, Wotjobaluk, the Yuin and the Gumbaynggirr Nation. His passion is mentoring and nurturing Aboriginal and Torres Strait Islander job seekers and supporting Aboriginal businesses. Lore, culture and heritage are paramount to Luke. His art reflects what he sees, hears and can smell and touch; he is a modern contemporary Aboriginal artist living in Brungle NSW. Luke's bloodlines are connected through the rivers, the mountains, the coastline and the plains.