

Aboriginal Procurement Policy

Performance Report

2019 - 2020

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Foreword



Hon Ben S Wyatt LLB MSc MLA

Thanks to the introduction of the Aboriginal Procurement Policy by the McGowan Labor Government, this report demonstrates the ongoing success of Aboriginal business contracting with Western Australian government agencies.

I am proud of the progress during the 2019-20 financial year which resulted in an additional 234 contracts awarded to Aboriginal businesses and a further \$172 million secured by the sector for the provision of government goods, services and works. Collectively Western Australian government agencies exceeded the 2 per cent target, with 5.55 per cent of all contracts being awarded to Aboriginal businesses.

The last financial year brought tumultuous times for our economy as we shouldered the impact of the COVID-19 pandemic. Whilst the situation we faced was unprecedented, our Government reacted promptly to improve the economic environment by introducing stimulus measures and initiatives which sought to provide new economic opportunities to keep businesses in operation and people employed.

In supporting our economic recovery, local businesses were a key focus and the temporary procurement threshold changes sought to maximise opportunities. With Aboriginal businesses being awarded 234 contracts during the financial year, it was noted almost a third of those contracts were awarded from April to June 2020 which demonstrates the impact of those measures in providing meaningful contracting outcomes to the sector.

This Policy challenged government to do more with its resources and I am proud of the progress thus far. This financial year's success shows the desired behavioural change is taking place amongst government. I also commend the major Government Trading Enterprises for agreeing to apply the Policy and seeking to achieve the targets which provides more diverse opportunities to Aboriginal businesses.

While there have been significant achievements to date it is important not to be complacent. The 2020-21 target of 3 per cent will require a number of agencies to work harder in engaging with the Aboriginal business sector, and I encourage agencies to continue working to meet and exceed the targets.

I will continue to champion the role that government can play in supporting Aboriginal economic development and increasing economic prosperity.

Executive Summary

The Aboriginal Procurement Policy (the Policy) commenced on 1 July 2018 and mandates progressive targets for the award of contracts to Aboriginal businesses. The 2019–20 financial year target was 2 per cent of contracts and government departments exceeded this target, collectively awarding 5.55 per cent of contracts to Aboriginal businesses.

The Department of Finance (the Department) is committed to monitoring and measuring the impact of the Policy's introduction, and detailing the contracting success of the Aboriginal business sector.

The data contained within this Report relates to contract award information extracted from Tenders WA (unless otherwise specified) for the period of 1 July 2019 to 30 June 2020 (the Period) and is subject to the accuracy of that information.

The data showed that the Aboriginal business sector is successful in attaining contracts across a broad range of Government requirements and values, throughout the state. These contracts are also of substance, with 73% of contracts valued over \$100,000 (where contract values are disclosed).

Analysing contract information also shows that regional Aboriginal businesses are highly competitive with 61% of contracts awarded to Aboriginal businesses based in regional Western Australia. Furthermore, Aboriginal businesses located in the Kimberley region secured more than a third of all contracts awarded under the Policy.

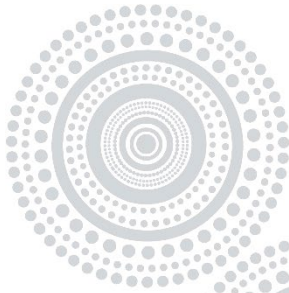
Cumulative impact and future focus

With this financial year's outcomes added to 2018-19 efforts, Government has awarded 413 contracts to Aboriginal businesses at a value of \$340 million since the Policy was introduced, with an average of 5.16 per cent of Government contracts awarded to Aboriginal businesses.

The Department is currently undertaking an Impact Review of the Policy, seeking to determine whether the Policy is meeting its objectives and providing an economic benefit to the Aboriginal business sector. The findings of the Impact Review will be used to inform the development of the next iteration of the Policy, to commence from 1 July 2021.

Second Year Performance Key Findings

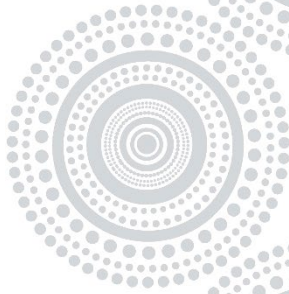
2019-20 Financial Year



- 106 Businesses Engaged



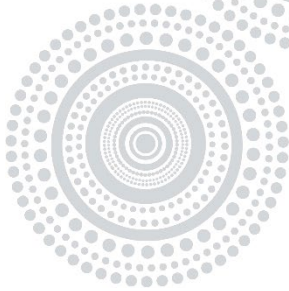
- 234 Contracts



- 5.55% of all Contracts



- 98% WA Businesses



- Over \$172M Awarded



1. Introduction

The Aboriginal Procurement Policy was a McGowan Labor Government election commitment that aimed to leverage the WA Government's role as a major purchaser to support the economic participation of Aboriginal people.

The Policy mandates progressive targets for the award of WA Government contracts to Aboriginal businesses and applies to all contracts valued at \$50,000 and above. The targets apply to all WA Government agencies¹ when purchasing goods, services, community services and works and is intended to apply to Government Trading Enterprises (GTE).

Each agency (and GTE, where applicable) is accountable for achieving the Policy targets² by the end of each financial year, as follows:

Financial Year	Target
2018-19	One per cent of the number of awarded contracts
2019-20	Two per cent of the number of awarded contracts
2020-21	Three per cent of the number of awarded contracts

The achievement of targets is calculated using the number of contracts awarded in each financial year with contracts awarded on or after 1 July each year included.

2. Purpose of the Performance Report

The Minister for Finance committed to providing public reporting to ensure transparency in the WA Government's performance and to demonstrate the impact of the Policy.

¹ An agency as defined in the *Financial Management Act 2006*, section 3 other than a university listed in Schedule 1 to that Act.

² With respect to works contracts awarded by the Minister for Works, the responsible agency is the agency that provides the majority of the funding. As such, contract award information is reallocated to the major funding agency.

This report provides an overview of the achievement of the Policy targets within the second financial year, from 1 July 2019 to 30 June 2020, as well as contracting success achieved by the Aboriginal business sector.

As a result of information provided through the Supplementary Reporting process, spending with entities identifying as members of the Aboriginal community or Aboriginal business sector extends beyond those engagements identified as part of the Policy reporting. This data demonstrates an additional \$14 million of WA Government spend above the \$172 million associated with the Policy outcomes. The submission of Supplementary Reporting is a voluntary process and relates to contracts excluded³ from the Policy, as such this information has not been verified by the Department. Further information is available at Appendix 1.

Limitations of the data contained within this Report are outlined at Appendix 2.

Further information relating to the reporting parameters is available within the [Aboriginal Procurement Policy \(Implementation\) Guide](#).

3. Registered Aboriginal Businesses

For the purpose of the Policy, an Aboriginal business is considered to be any organisation or entity that is owned or run by an Aboriginal interest, including not-for-profit organisations.

To be counted towards the achievement of the targets, a business must be registered on a directory that requires a minimum of 50 per cent ownership by an Aboriginal interest.

Both the [Aboriginal Business Directory WA](#) and Supply Nation's [Indigenous Business Direct](#) are considered suitable directories.

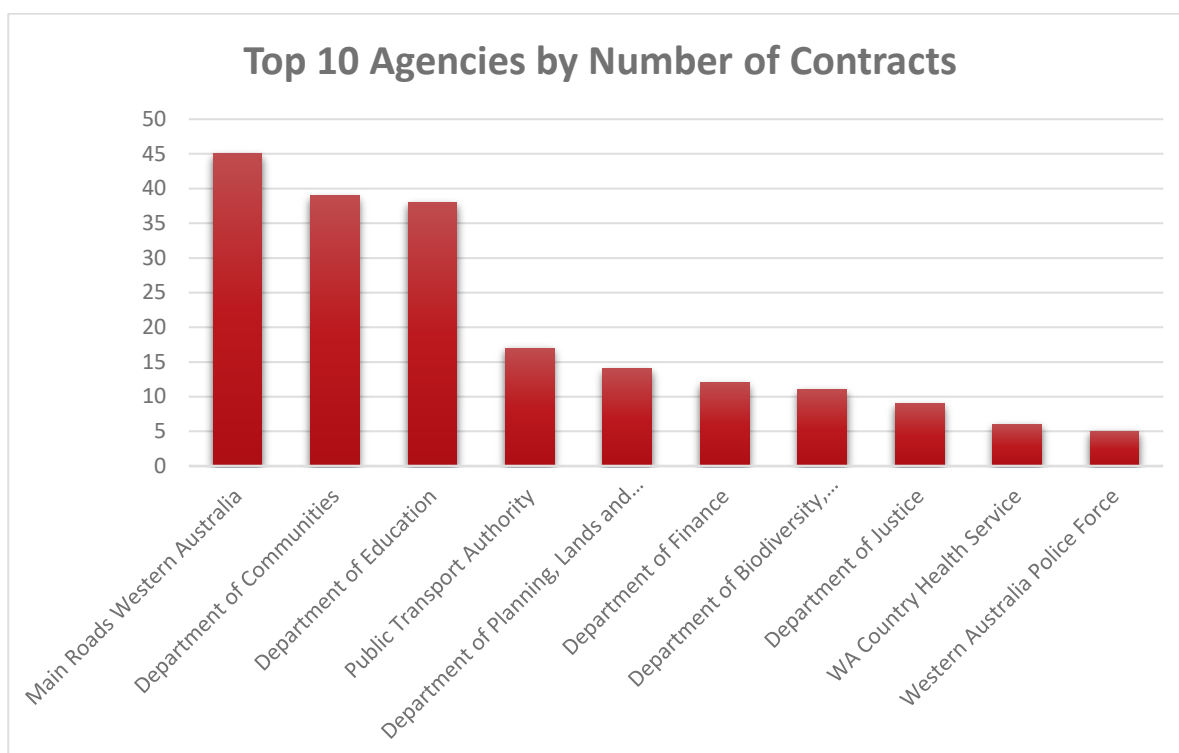
The Department has agreements in place with both directories to provide directory registration information that allows the Department to verify those businesses which are identified as Aboriginal business on Tenders WA are in fact on one of the directories.

³ For information relating to contracts that contribute to the Policy targets, refer to the Aboriginal Procurement Policy Implementation Guide.

Only Aboriginal businesses registered on these directories are included in this Report (excluding Supplementary Reporting information).

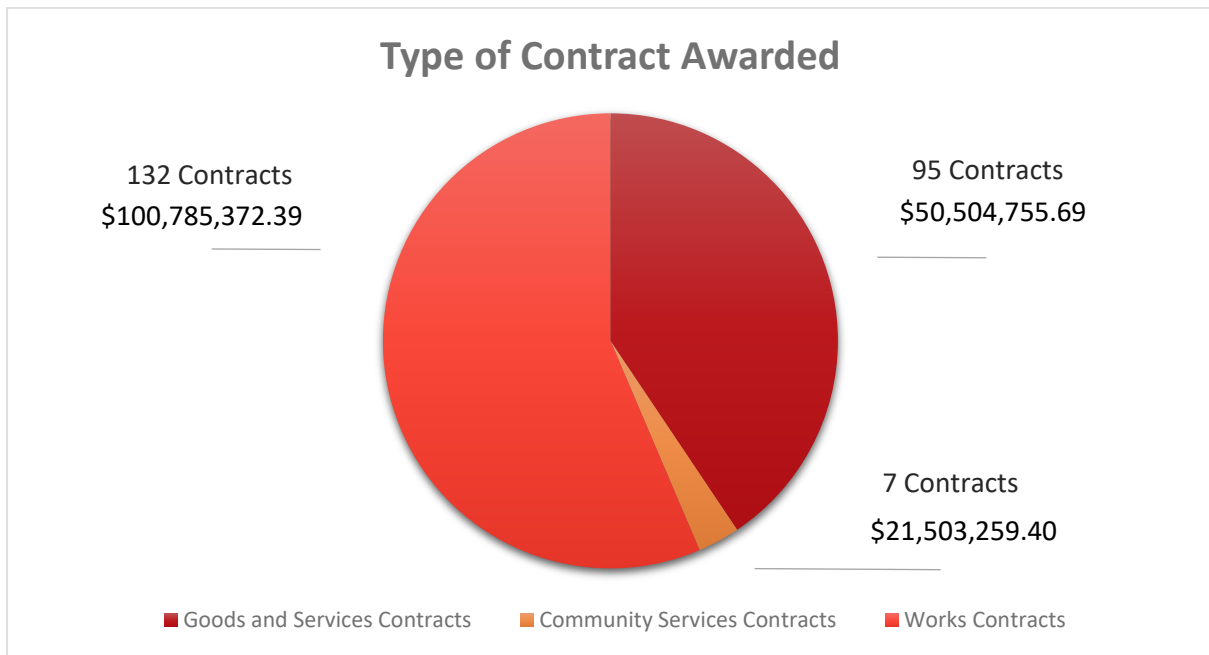
4. Achievement of Policy Targets

In the Period, a total of 27 government agencies have awarded contracts to an Aboriginal business and met the second year target.



Graph 1 (above) shows the government agencies that have achieved the greatest number of contracts awarded to Aboriginal businesses.

Contracting is generally categorised as goods and services, community services and works, as such, the following graph shows the distribution of contract types awarded to Aboriginal businesses:



Graph 2 (above) represents the number of contracts awarded via each category and the total value of those contracts (including panel arrangements where contract values are disclosed).

Main Roads Western Australia awarded the most contracts to Aboriginal businesses during the Period, which can be contributed to a number of internal initiatives that have been implemented in order to support Aboriginal business engagement and economic development. These initiatives included, the establishment of an Aboriginal Advisory Group, creation of two specialist Aboriginal engagement roles, introduction of an Aboriginal engagement and Participation Policy and application of price preferences.

The Department of Communities continued to demonstrate strong Aboriginal business and not-for-profit contracting outcomes due to its buying portfolio of goods, services, community services and works requirements, and awarded the highest total value of contracts to Aboriginal businesses at \$79 million.

Government agencies that have achieved the Policy target during the 2019-20 financial year

Agency	Number of Contracts Awarded to Aboriginal Businesses	Number of Other Contracts	Total Number of Contracts Awarded	Percentage of Contracts Awarded to Aboriginal Businesses
Burswood Park Board	1	3	4	25.00
Department of Biodiversity, Conservation and Attractions	11	129	140	7.86
Department of Communities	39	170	209	18.66
Department of Education	38	596	634	5.99
Department of Finance	12	110	122	9.84
Department of Fire and Emergency Services	2	78	80	2.50
Department of Health	2	68	70	2.86
Department of Jobs, Tourism, Science and Innovation*	1	45	46	2.17
Department of Justice	9	131	140	6.43
Department of Local Government, Sport and Cultural Industries	2	36	38	5.26
Department of Planning, Lands and Heritage	14	85	99	14.14
Department of Primary Industries and Regional Development	4	109	113	3.54
Department of the Premier and Cabinet	3	21	24	12.50
Department of Transport	4	147	151	2.65
Department of Water and Environmental Regulation	2	95	97	2.06
East Metropolitan Health Service	3	69	72	4.17
Forest Products Commission	1	20	21	4.76

Agency	Number of Contracts Awarded to Aboriginal Businesses	Number of Other Contracts	Total Number of Contracts Awarded	Percentage of Contracts Awarded to Aboriginal Businesses
Government Employees Superannuation Board of WA	2	6	8	25.00
Landgate	1	24	25	4.00
Main Roads Western Australia	45	234	279	16.13
Metropolitan Cemeteries Board	1	18	19	5.26
North Metropolitan TAFE	1	14	15	6.67
Public Sector Commission	2	10	12	16.67
Public Transport Authority	17	524	541	3.14
South Metropolitan Health Service	4	60	64	6.25
WA Country Health Service	6	113	119	5.04
Western Australia Police Force	5	223	228	2.19

*The contract awarded by the Department of Jobs, Tourism, Science and Innovation to an Aboriginal corporation was exempt from public release of contract award information. The contract is counted towards the agency target however the information included in this table is not available publicly.

Note:

Data listed above relating to the Department of Finance excludes any purchases undertaken by Building Management and Works, a business unit within the Department, where contracts have been awarded on behalf of client agencies. Building Management and Works was responsible for awarding an additional 53 contracts to Aboriginal businesses on behalf of the Minister for Works, with those contracts re-allocated to the client agency that provided the majority of funding.

Data listed above relating to the Department of Health excludes the Health Service Providers: North Metropolitan Health Service, South Metropolitan Health Service, East Metropolitan Health Service, WA Country Health Service, Child and Adolescent Health Service and Health Support Services. As each accountable authority is responsible for achieving the target, they have been reported separately.

Government agencies that did not achieve the Policy targets in the 2019-20 financial year

A total of 35 government agencies did not achieve the Policy target in the Period. There was a small number of agencies that did not achieve the first year target, but had success in meeting the second year target and we acknowledge their efforts in increasing their Aboriginal business contracting. There was also a number of agencies that had meaningful engagements disclosed within their Supplementary Reporting submissions, as outlined at Appendix 1.

For agencies with specialised requirements, or those who award less than 10 contracts in a year, the Department acknowledges it may be challenging to meet the Policy targets irrespective of their willingness to embrace the Policy requirements. This is due to these agencies having either limited opportunities to engage Aboriginal businesses or because they contract for goods or services that Aboriginal businesses currently do not provide.

The Department will continue to support government agencies that have not met the target to undertake effective planning and research activities to increase Aboriginal business contracting and meet the target in subsequent years.

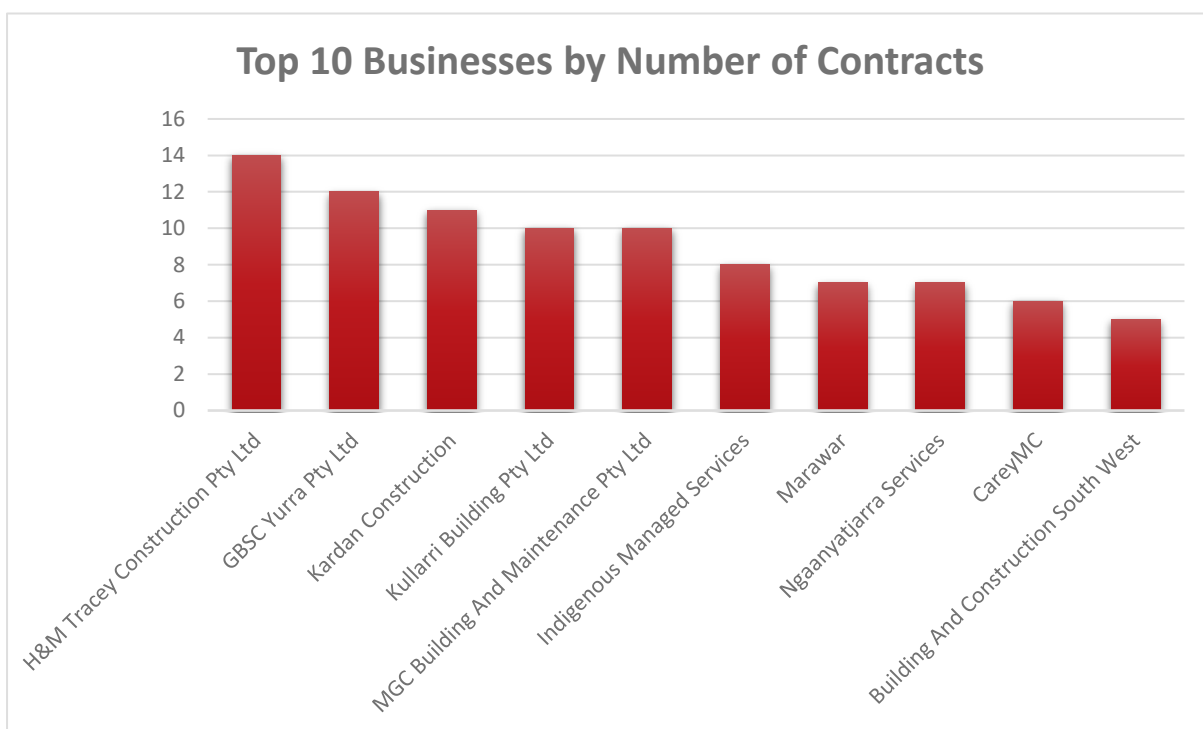
Agency	Number of Contracts Awarded to Aboriginal Businesses	Total Number of Contracts Awarded	Percentage of Contracts Awarded to Aboriginal Businesses
Animal Resources Centre	Nil	1	Nil
Central Regional TAFE	Nil	19	Nil
ChemCentre	Nil	13	Nil
Child and Adolescent Health Service	Nil	66	Nil
Commissioner for Children and Young People	Nil	1	Nil
Commissioner for Equal Opportunity	Nil	2	Nil
Corruption and Crime Commission of WA	Nil	12	Nil
Department of Mines, Industry Regulation and Safety	Nil	166	Nil
Department of the Registrar, WA Industrial Relations Commission	Nil	5	Nil

Agency	Number of Contracts Awarded to Aboriginal Businesses	Total Number of Contracts Awarded	Percentage of Contracts Awarded to Aboriginal Businesses
Department of Training and Workforce Development	1	61	1.64
Department of Treasury	Nil	9	Nil
Economic Regulation Authority	Nil	8	Nil
Health and Disability Services Complaints Office	Nil	1	Nil
Health Support Services	1	202	0.50
Infrastructure WA	Nil	3	Nil
Insurance Commission of Western Australia	Nil	7	Nil
Lotterywest (Lotteries Commission)	Nil	16	Nil
Mental Health Commission	Nil	14	Nil
Minerals Research Institute of Western Australia	Nil	1	Nil
North Metropolitan Health Service	Nil	92	Nil
North Regional TAFE	Nil	7	Nil
Office of the Auditor General	Nil	2	Nil
Office of the Director of Public Prosecutions for WA	Nil	8	Nil
Office of the Inspector of Custodial Services	Nil	1	Nil
Ombudsman Western Australia	Nil	1	Nil
PathWest Laboratory Medicine WA	Nil	27	Nil
Queen Elizabeth II Medical Centre Trust	Nil	1	Nil
Racing and Wagering Western Australia	Nil	3	Nil
Small Business Development Corporation	Nil	4	Nil
South Metropolitan TAFE	Nil	27	Nil
South Regional TAFE	Nil	11	Nil

Agency	Number of Contracts Awarded to Aboriginal Businesses	Total Number of Contracts Awarded	Percentage of Contracts Awarded to Aboriginal Businesses
VenuesWest	Nil	43	Nil
Western Australian Electoral Commission	Nil	2	Nil
Western Australian Planning Commission	Nil	2	Nil
Workcover WA	Nil	6	Nil

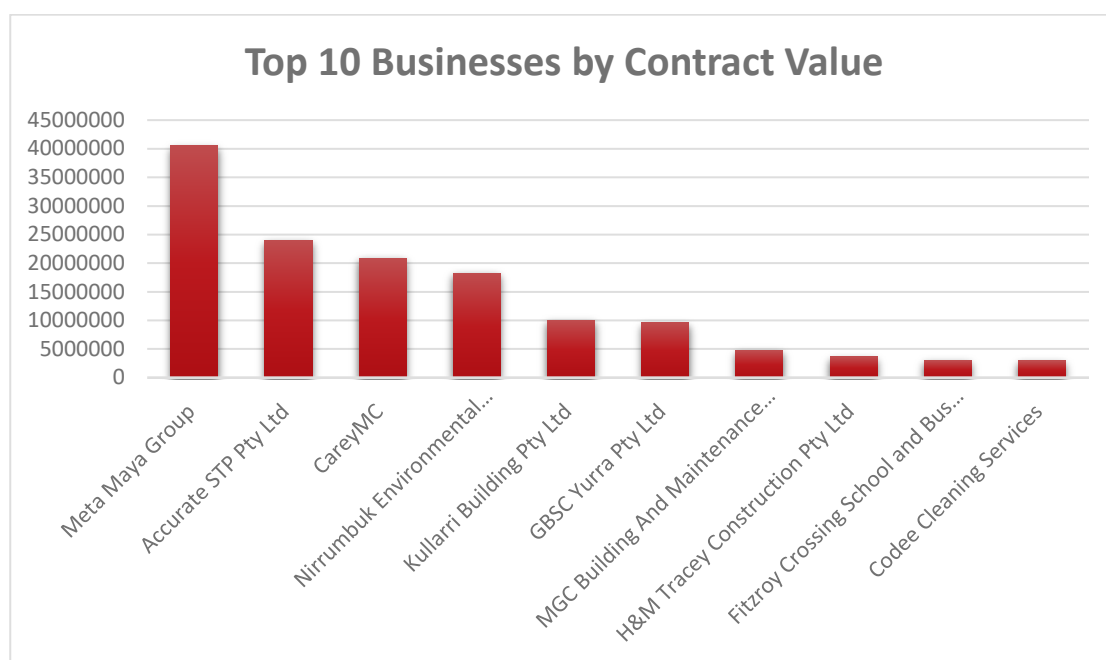
5. Aboriginal Business Contracting Success

In the period, a total of 234 contracts were awarded to 106 Aboriginal businesses with a total value in excess of \$172 million (including panel arrangements where contract values are disclosed). Of the 106 unique businesses that had contracting success, over a third secured more than one government contract within the Period.



Graph 3 (above) shows the top 10 Aboriginal businesses in terms of the number of contracts awarded.

Whilst the total number of contracts includes those awarded as part of a panel arrangement⁴, the value of some types of panel arrangements is unknown at the time of award and not reflected in the total value, however have been counted toward the number of contracts. Whilst there were an additional 42 contracts awarded as part of a panel, 32 of those were formed as a standing offer with no associated contract values. As such no value has been assigned for these contracts and the actual value of contracts awarded to Aboriginal business is expected to be higher.

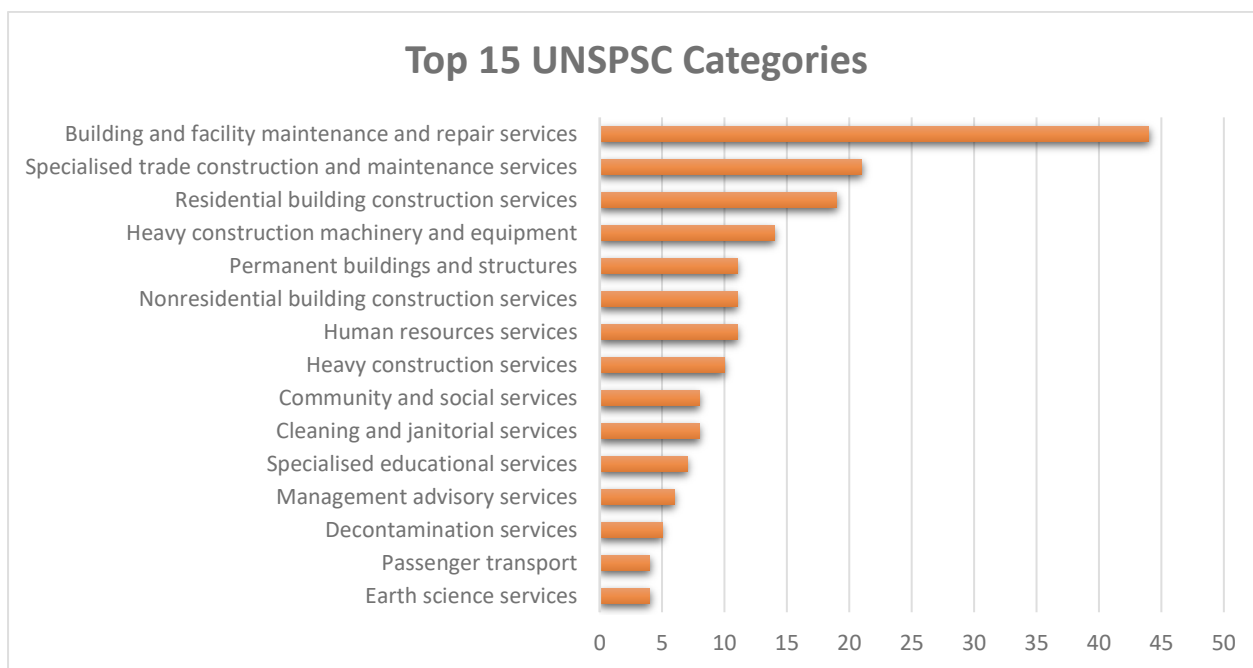


Graph 4 (above) shows the top 10 Aboriginal businesses in terms of the value of awarded contracts, excluding contract values associated with panel arrangements.

The following graph demonstrates the top categories of contracts awarded to Aboriginal businesses as categorised by United Nations Standard Products and Services Codes (UNSPSC).

The Department will undertake further analysis of information relating to WA government major purchasing categories to assist the Aboriginal business sector to identify future contracting opportunities.

⁴ Further information relating to the structure of panel arrangements is available at Appendix 2 – Data Limitations.

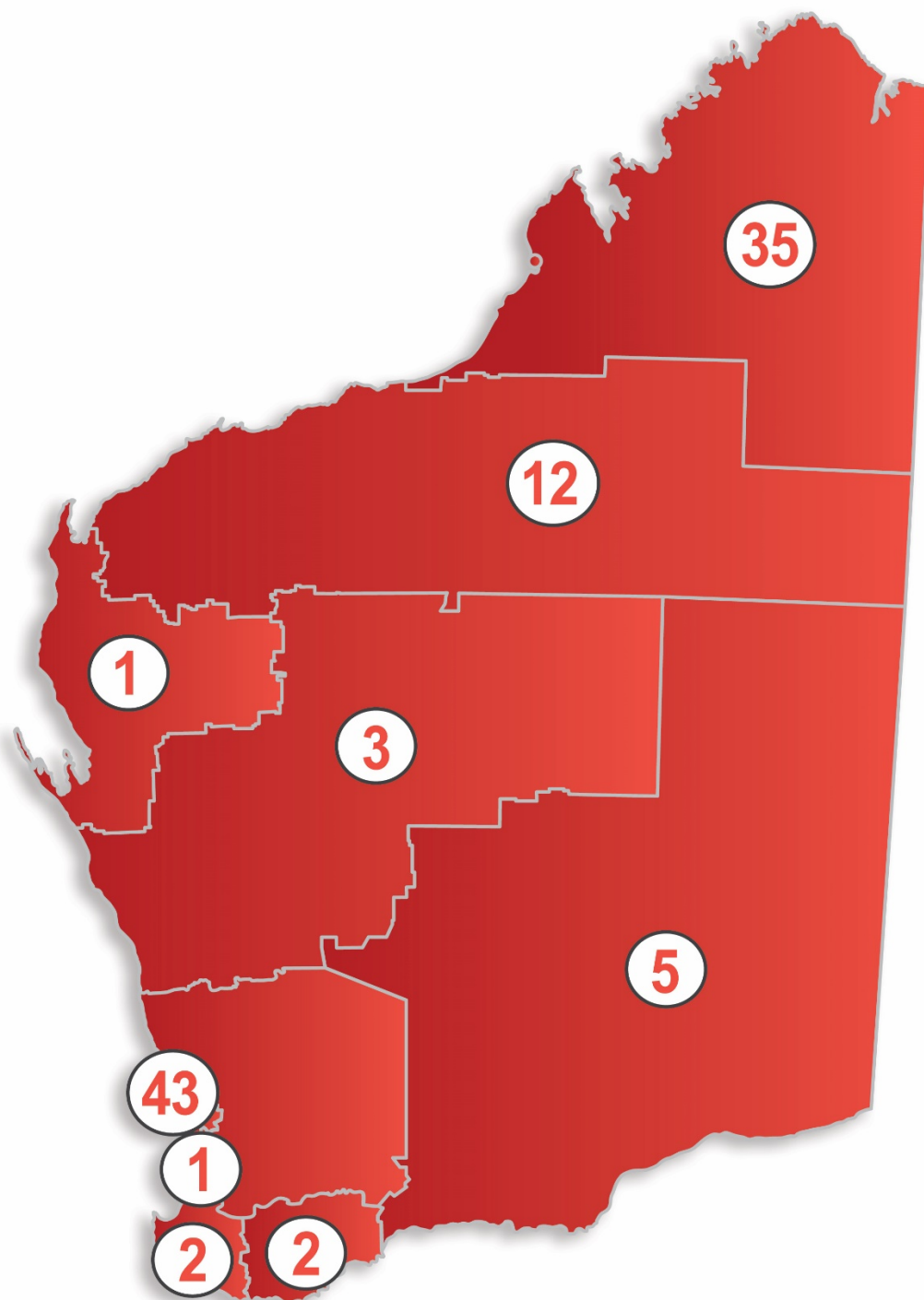


Graph 5 (above) shows the top 15 categories of contracts (as per UNSPSC categories), awarded to Aboriginal businesses. Note that government agencies categorise their own contracts, as such this information has not been validated.

To see all Aboriginal business contract data, please refer to Appendix 3 which outlines all Aboriginal businesses that were awarded a contract in the Period.

To read case studies relating to three successful Aboriginal businesses, please refer to Appendix 4.

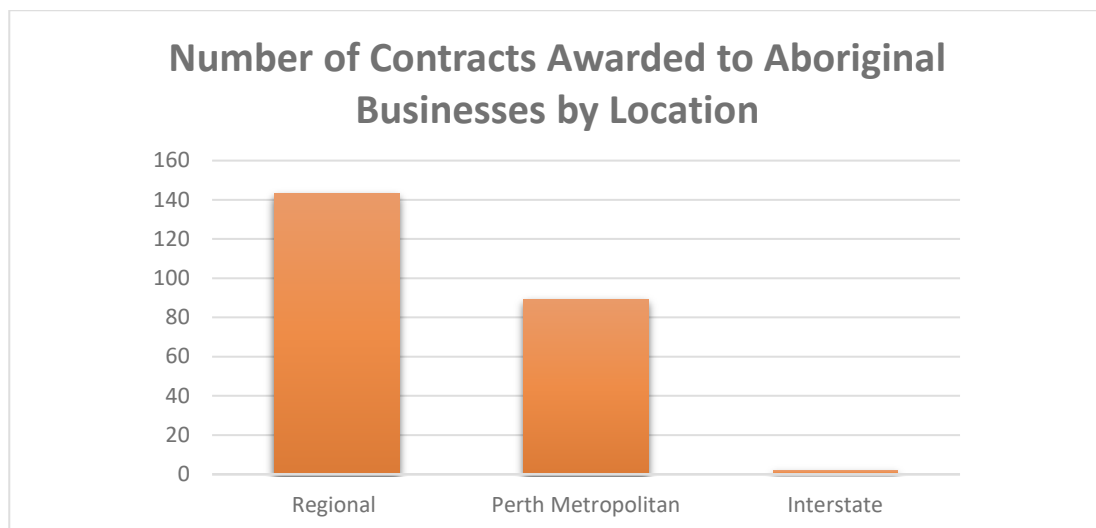
Of the contracts awarded to Aboriginal businesses, 98% per cent of these are Western Australian businesses based in the following regional zones.



The map (above) shows the distribution by location of the Aboriginal businesses based on the address registered with the Aboriginal Business Directory WA or Supply Nation. Two business were located outside of WA.

Regional Insights

In the Period, a total of 143 contracts were awarded to Aboriginal businesses based in regional locations with a total value in excess of \$69 million (including panel arrangements where contract values are disclosed). This demonstrates that over 61% of the number of contracts awarded under the Aboriginal Procurement Policy went to businesses in regional Western Australia and covered a broad range of products and services categories. Of those 143 contracts, over 90% were for delivery within the same region.



Graph 6 (above) shows the breakdown of contracts awarded in regional, Perth metropolitan and interstate locations.



Graph 7 (above) shows the breakdown of contracts awarded to regionally based Aboriginal businesses.

6. Department of Finance Support

The Department's role is to support the ongoing success of the Policy. During the Period, the Department undertook a number of activities, including:

Advice and Guidance

- provided advice and support to government in applying best practice procurement strategies to achieve the Policy targets; and
- provided advice and support to the Aboriginal business sector on contracting with the WA Government.

Education and Training

- managed the State-wide contract for capability building services to support the development of the Aboriginal business sector. The three providers, who are all Aboriginal businesses, delivered face-to-face workshops, online modules and webinars and provided one-on-one support to Aboriginal businesses across the State. Additionally the Department supported all three businesses to adjust their services offerings to help Aboriginal businesses manage the impacts of COVID-19.
- developed an online training module which provides access to procurement policy and process information to Aboriginal businesses which can be completed in their own time, regardless of their location throughout the state.

Stakeholder Engagement

- delivered an Aboriginal Business Expo which provided Aboriginal businesses with the opportunity to connect with buyers from forty government agency and trading enterprises. More than 280 members of the Aboriginal business community were in attendance, networking with agency buyers and participating in presentations from the major buying agencies. Businesses were not only able to identify relevant agencies to work with in the future (and vice-versa) but to understand the potential pipeline of work.

- released a list of contracting opportunities on wa.gov.au to allow businesses to refer to and approach agencies directly where they are able to provide required goods and services.

Measuring Outcomes

- undertook an assessment of the implementation of the Policy to evaluate the effectiveness of the process and support structures of the Policy.
- commenced a review to assess the impact of the Policy and to make recommendations for a new version of the Policy.



Appendix 1 – Non-Tenders WA Contracting Data

Contract award information not published on Tenders WA compromises the public transparency and accountability of procurement decision-making as the Department is unable to verify the accuracy of that information. As such, this contract award information has not been included in the data that informs the Policy outcomes outlined in the Report. Non-Tenders WA data is collected by the Department through a voluntary manual process.

The Department manages data not published on Tenders WA as outlined below.

Vocational Education and Training (VET) Contracts

The Department of Training and Workforce Development (DTWD) regularly procures under the Vocational Education and Training Act 1996 (VET Act) and is not required to publish this contract award information on Tenders WA. The Department and DTWD agreed that contracts awarded under the VET Act would be reported separately following validation of the data by DTWD internal auditors.

For the Period, DTWD did not award any VET contracts to Aboriginal businesses.

Government Trading Enterprise (GTE) Contracts

The Department has sought to engage major GTEs in the application of the Policy, however, most GTEs do not use Tenders WA to report contract award information. As such, the Department requested that each GTE submit contract award information following validation of the data by their own internal auditor.

Of the ten GTEs that agreed to apply the Policy, nine returned contract award information. Data indicates that six GTEs have met the target and awarded at least two per cent of contracts to a registered Aboriginal business.

Horizon Power and the Fremantle, Pilbara and Southern Ports Authorities also returned supplementary reporting. This consisted of additional contracts valued less than \$50,000 and the disclosure of additional economic development initiatives including Aboriginal employment and sub-contract requirements, and Aboriginal and Community Benefit Plans as required by Horizon Power.

VET and GTE Contract Data

Entity	Number of Contracts Awarded to Aboriginal Businesses	Number of Other Contracts	Total Number of Contracts Awarded	Percentage of Contracts Awarded to Aboriginal Businesses
DTWD (VET contract data)	Nil	3	3	Nil
DevelopmentWA	8	313	321	2.49
Fremantle Ports	Nil	61	61	Nil
Horizon Power	4	136	140	2.86
Kimberley Ports Authority	Not applicable – no contract award information submitted			
Midwest Ports Authority	3	100	103	2.91
Pilbara Ports	1	296	297	0.34
Southern Ports Authority	3	87	90	3.33
Synergy	3	140	143	2.10
Water Corporation	24	920	944	2.54
Western Power	3	148	151	1.99
Grand Total	49	2204	2253	2.17

Supplementary Reporting

Government agencies were invited to provide supplementary reporting to demonstrate other Aboriginal economic outcomes achieved. Supplementary reporting was optional as the information does not contribute to an agency's achievement of the targets.

Supplementary reporting sought information relating to contracts valued below \$50,000; grant agreements; contracts with non-registered Aboriginal businesses (who identify themselves as Aboriginal businesses); sub-contracting arrangements

with registered Aboriginal businesses; variations to current contracts; as well as contracts that included Aboriginal employment outcomes, economic initiatives, and agency-based initiatives.

Supplementary reporting findings indicate that an additional \$14 million was spent with entities identifying as members of the Aboriginal community or Aboriginal business sector.

Note that this information relates to contracts not covered under the Policy, and as such, has not been verified by the Department and is excluded from findings relating to achievement of targets.

Agency	Number of Purchases	Total Spend \$
Central Regional TAFE	8	10,648
Commissioner for Children and Young People	2	16,500
Department of Biodiversity, Conservation and Attractions	45	263,143
Department of Communities	28	3,744,714
Department of Education	4	97,328
Department of Finance	20	362,993
Department of Mines, Industry Regulation and Safety	4	11,060
Department of the Registrar, WA Industrial Relations Commission	3	1,827
Department of Planning, Lands and Heritage	25	487,530
Department of the Premier and Cabinet	2	207,800
Department of Training and Workforce Development	82	5,472,865
Department of Water and Environmental Regulation	16	392,594
Forest Products Commission	6	1,694,500
Lotterywest (Lotteries Commission)	1	35,000

Agency	Number of Purchases	Total Spend \$
Main Roads Western Australia	19	807,513
Metropolitan Cemeteries Board	27	90,009
Minerals Research Institute of Western Australia	1	545
Office of the Director Public Prosecutions	3	4,205
Public Sector Commission	1	2,000
Public Transport Authority	16	277,578
South Metropolitan TAFE	7	6,170
South Regional TAFE	1	6,383
Western Australia Police Force	3	45,268
WorkCover WA	1	43,715
Grand Total	325	14,081,886

Some government agencies also identified other initiatives implemented to support Aboriginal engagement and economic outcomes, with examples including:

- including price preferences for tenders from an Aboriginal business;
- introducing Aboriginal advisors to support engagement activities;
- incorporating Aboriginal Participation Plans into major contracts;
- undertaking awareness raising activities within agencies;



Appendix 2 – Data Limitations

The Key Findings in this Report use Tenders WA information from the date range 1 July 2019 to 30 June 2020 (unless otherwise specified).

The Department sought agency verification of Tenders WA data after the close of the financial year. As such, the data contained within the report is considered to be accurate at the date of extraction, 21 August 2020.

The Tenders WA information was manually filtered to reflect the types of contracts applicable to the Policy targets.

Data Disclaimer:

- contract values are GST inclusive;
- data represents contracts with an award value at and above \$50,000 only;
- contract award values do not include:
 - any contract variations; and
 - the contract value for individual contractors awarded to a panel arrangement when the panel has been awarded as a standing offer.⁵ As such, the true value of contracts awarded to Aboriginal businesses may be more than reported; and
- data is reliant on the accuracy and availability of information uploaded to Tenders WA.

Data Exclusions:

- any contracts not awarded on Tenders WA, including contracts where the release of the contract details presents a significant operational risk, such as the potential to compromise security. The only exception being contracts with Aboriginal

⁵ A panel arrangement is a contract with more than one supplier to supply goods and/or services and may be awarded as

- A standing offer: An agreement that is used when a public authority has an ongoing, repetitive requirement for products and/or services over a specified period, but the exact volume of products or services is not known.
- A customer contract for each supplier: The volume of products or services to be purchased from the suppliers is known and the estimated value of the customer contract with each supplier can be identified.

For the purpose of this report, all contracts that have appointed more than one supplier are referred to as panel arrangements, irrespective of the contract structure.

businesses that are disclosed directly to Department of Finance, which are included in any aggregate data but not reported individually;

- any contracts awarded during 1 July 2019 to 30 June 2020 but loaded on Tenders WA after the date of the data extraction; and
- any contracts that do not contribute to the achievement of Policy targets, including:
 - contracts valued below \$50,000;
 - sub-contracting arrangements;
 - Common Use or Group Buy Arrangement contract award information. (Note: contract purchasing information is included, where the buying rules stipulate the need to publish the contract award on Tenders WA);
 - contracts awarded by a third party, such as a facilities manager;
 - grant agreements; and
 - Joint Venture arrangements where the entity is not a registered Aboriginal business.

Non Tenders WA Data:

- Reporting of non-Tenders WA data was provided by GTEs and the Department of Training and Workforce Development to the Department of Finance after being audited by internal auditors;
- Data is reliant on the accuracy and availability of information provided by the agency or GTE.



Appendix 3 – Aboriginal Business Contract Data

The following table outlines Aboriginal businesses that were awarded a contract in the Period, the region the businesses is located and the agency or agencies they are contracted to. This table excludes one contract awarded to an Aboriginal entity where there is an exemption from releasing contract award information.

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Abbott's Liquid Salvage	1	Great Southern	Department of Finance
Aboriginal Health Council of Western Australia	2	Perth	Department of Communities, Department of Health (Royal Street)
Aboriginal Heritage Services	1	Perth	Public Transport Authority
Aboriginal Productions and Promotions	1	Perth	Department of Communities
Accurate STP	1	Perth	Department of Local Government, Sport and Cultural Industries
Advtech Pty Ltd	1	Kimberley	Main Roads Western Australia
Australian Indigenous Coffee	1	Perth	East Metropolitan Health Service
Ballardong Medical Pty Ltd	1	Perth	Health Support Services
Black Forrest Resources	1	Goldfields-Esperance	Department of Finance

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Black Pepper WA Pty Ltd	1	Mid West	Forrest Products Commission
Boab Fencing	2	Kimberley	Department of Communities, Main Roads Western Australia
Boodjah Contracting Pty Ltd	2	Perth	Department of Planning, Lands and Heritage, Main Roads Western Australia
Building and Construction South West	5	South West	Department of Education, Department of Fire and Emergency Services, Department of Transport
Carey Training Pty Ltd	1	South Australia	Department of Education
CareyMC	6	Perth	Department of Biodiversity, Conservation and Attractions, Main Roads Western Australia, South Metropolitan Health Service
Carmen Michelle Murdock	1	Perth	Main Roads Western Australia
Codee Cleaning Services	3	Perth	Burswood Park Board, Department of Local Government, Sport and Cultural Industries, Department of Planning, Lands and Heritage
Collective Connections and Solutions	1	Perth	Department of the Premier and Cabinet

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Crosscountry Contractors	1	Kimberley	Department of Biodiversity, Conservation and Attractions
Crossing Auto and Towing Pty Ltd	1	Kimberley	Department of Transport
Danny Calwyn Pty Ltd	2	Kimberley	Main Roads Western Australia
Dantoine Enterprise Pty Ltd	1	Kimberley	Main Roads Western Australia
Dice Renascent Pty Ltd	1	New South Wales	East Metropolitan Health Service
Dijun Klean Pty Ltd	1	Kimberley	Department of Education
Dirty Deeds Property Services	1	Pilbara	Main Roads Western Australia
East Kimberley Security	2	Kimberley	Department of Justice, WA Country Health Service
Ebenezer Home Aboriginal Corporation	1	Perth	Department of Communities
Enigma Indigenous Peoples Pty Ltd	1	Perth	Public Sector Commission
Environmental Heritage and Social Impact Services Pty Ltd	1	Kimberley	Main Roads Western Australia
Eon Protection	1	Perth	Department of Communities
Esperance Tjaltjraak Native Title Aboriginal Corporation	1	Goldfields-Esperance	Department of Primary Industries and Regional Development

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
FenceWright Pty Ltd	2	Pilbara	Department of Finance, Department of Planning, Lands and Heritage
Fitzroy Crossing School and Bus Charter Service	4	Kimberley	Public Transport Authority, WA Country Health Service
Gambara	2	Perth	Public Transport Authority
GBSC Yurra Pty Ltd	12	Mid West	Department of Biodiversity, Conservation and Attractions, Department of Communities, Department of Education, Department of Justice, Department of Primary Industries and Regional Development, Department of the Premier and Cabinet, Main Roads Western Australia, Western Australia Police Force
Gebro Contracting Pty Ltd	1	Pilbara	Main Roads Western Australia
Geoffery Ian Littlefair	1	Mid West	Department of Finance
H&M Tracey Construction Pty Ltd	14	Kimberley	Department of Communities, Department of Education. Department of Fire and Emergency Services, Department of Planning, Lands and Heritage, Western Australia Police Force

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Impact Services	1	Great Southern	Main Roads Western Australia
Indigenous Consulting Group Pty Ltd	1	Perth	Public Sector Commission
Indigenous Managed Services	8	Peel	Department of Primary Industries and Regional Development, Government Employees Superannuation Board of WA, Public Transport Authority
Indigenous Players Alliance Limited	1	Perth	Department of Justice
Indigenous Professional Services	4	South West	Department of Finance, Department of Health (Royal Street), Department of Training and Workforce Development, Department of Water and Environmental Regulation
Indigenous Psychological Services	2	Perth	East Metropolitan Health Services, WA Country Health Service
Jardee Traffic & Logistics Pty Ltd	1	Kimberley	Main Roads Western Australia

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Kardan Construction	11	Perth	Department of Education, Department of Finance, Department of Primary Industries and Regional Development, South Metropolitan Health Service, Western Australia Police Force
Keogh Bay Consulting	1	Perth	Department of Finance
Kimberley Gordon Lelievre	1	Kimberley	Main Roads Western Australia
Kimberley Kool Refrigeration and Airconditioning Pty Ltd	3	Kimberley	Department of Education, Western Australia Police Force
Kimberley Roof Plumbing	1	Kimberley	Main Roads Western Australia
KRSP Pty Ltd	2	Kimberley	Department of Communities
KSR (WA) Pty Ltd	1	Kimberley	Main Roads Western Australia
Kulbardi Pty Ltd	4	Perth	Department of the Premier and Cabinet, Department of Transport, Government Employees Superannuation Board of WA, Landgate
Kullarri Building Pty Ltd	10	Kimberley	Department of Communities, Department of Education, Main Roads Western Australia

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Kullarri Regional Communities Indigenous Corporation	1	Kimberley	Main Roads Western Australia
Lalgardi Enterprises Pty Ltd	1	Kimberley	Department of Communities
Lombadina Aboriginal Corporation	2	Kimberley	Main Roads Western Australia
Maramara (WA) Pty Ltd	1	Pilbara	Main Roads Western Australia
Marawar	7	Perth	Department of Biodiversity, Conservation and Attractions, Department of Education, Department of Finance, Department of Planning, Lands and Heritage
McGinty Family Trust	1	Kimberley	Main Roads Western Australia
Meta Maya Construction Pty Ltd	2	Perth	Department of Biodiversity, Conservation and Attractions
Meta Maya Group Pty Ltd	3	Perth	Department of Communities, WA Country Health Service
MGC Building and Maintenance Pty Ltd	10	Kimberley	Department of Communities
MIB Traffic Pty Ltd	3	Pilbara	Main Roads Western Australia
Minbaringu Services Pty Ltd	2	Pilbara	Department of Education, Department of Justice

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Moodjar Consultancy	1	Perth	Public Transport Authority
Moorditj Industries and Technology	1	Perth	WA Country Health Service
Morrgul Pty Ltd	1	Kimberley	Department of Finance
Naanda Australia Pty Ltd	1	Pilbara	Department of Finance
Nallawilli Technology Pty Limited	1	Perth	Department of Finance
Ngaanyatjarra Services	7	Perth	Department of Communities, Department of Education
Ngaarda Media	1	Pilbara	Main Roads Western Australia
Nhanda Contacting Pty Ltd	1	Goldfields-Esperance	Department of Education
Nirrumbuk Aboriginal Corporation	3	Kimberley	Main Roads Western Australia
Nirrumbuk Environmental Health and Services	1	Kimberley	Department of Communities
Nyamba Buru Yawuru Ltd	1	Kimberley	Department of Justice
Nyungar Birdiyia	1	Perth	Public Transport Authority
Ochre People	1	Perth	North Metropolitan TAFE
Outback Contractors (WA) Pty Ltd	2	Perth	Main Roads Western Australia

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Paupiyala Tjarutja Aboriginal Corporation	1	Goldfields-Esperance	Department of Communities
Pilbara Meta Maya Regional Aboriginal Corporation	2	Pilbara	Department of Communities
Pindari WA	4	Pilbara	Department of Education, Department of Finance
Ralph Mogridge Cleaning Services	1	Perth	Public Transport Authority
Remote Solar Solutions	1	Kimberley	Department of Justice
RJ Madden Earthworks	1	Perth	Main Roads Western Australia
Sampro Contracting Pty. Ltd.	1	Kimberley	Department of Education
Servegate Australia WA	1	Perth	Department of Water and Environmental Regulation
Six Seasons Resources Pty Ltd	1	Perth	Department of Communities
Spinifex Protect	1	Perth	Western Australian Police Service
Thuroona Services Pty Ltd	3	Perth	Department of Education, Department of Planning, Lands and Heritage
Tjallara Building Company Pty Ltd	2	Kimberley	Department of Justice, Department of Transport

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Tjuart Architects	1	Perth	South Metropolitan Health Service
Walyarra HAE	1	Kimberley	Main Roads Western Australia
Warrimbah Watercart Services	1	Kimberley	Main Roads Western Australia
Wawuleny Enterprises Pty Ltd	2	Kimberley	Department of Biodiversity, Conservation and Attractions, Main Roads Western Australia
Western Mulga	1	Gascoyne	Main Roads Western Australia
White Springs Demolition & Asbestos Pty Ltd	3	Perth	Main Roads Western Australia
Wilco Electrical (WA) Pty Ltd	2	Perth	Department of Biodiversity, Conservation and Attractions, Department of Planning, Lands and Heritage
Winun Ngari Aboriginal Corporation	2	Kimberley	Main Roads Western Australia
Winyama	1	Perth	Public Transport Authority
Wunan Foundation Inc	1	Kimberley	Department of Communities
Yonga Djena	3	Goldfields-Esperance	Department of Planning, Lands and Heritage, WA Country Health Service
Yugungya-Nya Heritage Pty Ltd	1	Perth	Main Roads Western Australia

Business	Number of Contracts	Business Region	Contracting Agency or Agencies
Yunga Foundation	2	Perth	Department of Biodiversity, Conservation and Attractions, Public Transport Authority
Yurra Pty Ltd	2	Pilbara	Department of Biodiversity, Conservation and Attractions, Department of Education



Appendix 4 – Successful Aboriginal Businesses Case Studies

GBSC Yurra

GBSC Yurra Pty Ltd is an incorporated joint venture created by GBSC, who are a Mid-West based construction company with expertise in building and construction and training apprentices, and Yurra, an Aboriginal business based in the Pilbara who initially focused on industrial services, civil works, commercial landscape construction, grounds maintenance and cleaning. GBSC Yurra are proudly committed to driving a long-term, economically sustainable business to achieve their goal of delivering positive economic, cultural and community benefit to the people and communities whose land they operate on.

The purpose of the new company identity was to build on their core contracting capability to create increased work volume with their valued clients in order to create employment, training, apprenticeships and education opportunities for local and indigenous people. GBSC Yurra's vision is to improve the communities in which they operate by offering opportunities, training and career pathways to community members.

Initially, GBSC Yurra had no government contracts and were focusing on private industry so they could build up their own history and identity when they were awarded a substantial contract to renovate the Vic Hotel in Roebourne. The renovation allowed for community engagement and resulted in 8 school-based trainees, 4 Aboriginal apprentices, 31 Indigenous employees and inmates on day release all contributing to over 12,000 hours of Indigenous employment, far exceeding the 2,000-hour KPI target for the project. GBSC Yurra has now successfully tendered for local government authority works, where GBSC Yurra provide experienced personal in maintenance and repair works. During this time GBSC Yurra successfully obtained important safety, quality and environmental accreditations.

Following the Vic Hotel project and their work for Local Government Authorities and private industry, GBSC Yurra had substantial experience and were able to start targeting additional government work. In the 2019-20 financial year GBSC Yurra have successfully secured twelve government contracts worth nearly \$10 million. The contracts were spread across eight different government agencies and

demonstrate how successfully GBSC Yurra were able to target government contracts due to their experience.

GBSC Yurra has found the Aboriginal Procurement Policy helpful, as were the various agency initiatives involving preferences for indigenous employment. A future goal for GBSC Yurra is to have fully qualified Aboriginal tradespeople working in all their business areas – currently they have qualified cabinetmakers, electricians, admin, carpenters and supervisors. The business acknowledges that their success has not been without challenges. Managing the instability of the construction industry and the nature of short-term contracts is difficult to reconcile with their goal of employing apprentices. GBSC Yurra have also found that there is a mixed awareness of the Aboriginal Procurement Policy among agencies as well as the awareness of Aboriginal businesses capabilities, but do note that there has been a huge improvement in recent years.

Codee Cleaning

Codee Cleaning is an example of an Aboriginal business that has achieved great success in engaging with government since the introduction of the Aboriginal Procurement Policy and within a highly competitive industry. Starting as a family business in May 2011, Codee Cleaning was initially a small business with only the proprietor Craig Grainger and his mother providing cleaning services through subcontracting arrangements with larger companies.

Codee Cleaning quickly expanded and started working in a variety of market sectors and eventually refined their service offerings to focus on commercial cleaning. They faced the common challenge of being able to demonstrate experience when responding to government quotes and tenders, which is an important consideration in government contracting. Through using their experience on smaller commercial projects, Codee Cleaning won its first major government contract via direct engagement with the Department of Local Government, Sport and Cultural Industries.

During the same period, Codee Cleaning was approached by a building management company who was contracting on behalf of Main Roads Western Australia following a conversation at the Aboriginal Business Expo hosted by Finance in 2018. Codee Cleaning had been recommended to Main Roads by several contractors who had previously engaged them, demonstrating how traction can be gained through smaller contracting opportunities.

After initially servicing Main Roads, Codee Cleaning were successful in securing several ongoing and casual cleaning services at their various sites and depots. Following this, the Department of Communities directly engaged Codee Cleaning to run cleaning services for a workers camp in the Tjuntjuntjara community over a 12 month period and later invited them to quote on a similar contract in the Jigalong community. The Department of Communities also engaged Codee Cleaning over a number of contracts to providing building cleaning services to the broader public housing network.

Codee Cleaning has seen an increase in engagement from government as a result of the Aboriginal Procurement Policy, with the additional benefit of increased private sector work due to positive referrals from their government clients. They faced the same challenges as any small business, however by starting small with subcontracting arrangements they were able to build their capacity and capability to then become competitive for government contracts.

After 6 years in business, in 2017 Codee Cleaning still hadn't had any success in winning government contracts. Fast forward to the 2019-20 financial year, and Codee Cleaning were successful for government contracts totalling nearly \$3 million in value. Their story is one of hard work and persistence resulting in success and shows that a small business can be very successful in government contracting.

Kardan Construction

Kardan is a registered Aboriginal business and a licensed construction company which takes its name from the Noongar word for the South West Redgum. Kardan was conceived after the growing interest when their sister company, Wilco Electrical, was asked to do minor works and repairs in addition to an existing contract with WA Police in 2018. WA Police were supportive and committed to building the relationship, taking the time to support Wilco Electrical and their understanding of government contracting. Following the success Wilco Electrical had with WA Police and their new knowledge of government contracting they decided to launch Kardan in 2018. Kardan has since gone from strength to strength in 2020, having won 11 government contracts during the 2019–2020 financial year.

One of the key philosophies of Kardan is their aspiration to employ Aboriginal people in their organisation. Kardan aims to engage with other Aboriginal businesses and people wherever possible, from providing meaningful work for apprentices, to engaging Aboriginal suppliers, subcontractors and sole traders. The business is devoted to establishing sustainable and meaningful employment that will bridge the

gap and bring Indigenous and non-Indigenous communities together. The result of these efforts is a large team of 22 staff now on their payroll.

At the heart of Kardan's success is a committed approach to client satisfaction. By leveraging their experience in delivering complex and challenging construction projects across 150 regional and remote locations, Kardan is committed to delivering quality works to clients through time constraints, access issues, security complications or tight budgets. Kardan uses innovative solutions to achieve the best outcomes for their clients and have implemented a targeted approach to procurement staff who were enthusiastic about engaging Aboriginal businesses. They found that procurement staff who were invested in the Aboriginal Procurement Policy were more than happy to be a champion for engaging Kardan and develop a working relationship. The best relationships are the ones that stem from a genuine engagement and as a result bear the most fruit.

Kardan has worked alongside their sister business, Wilco Electrical to complete works for clients such as the Department of Finance, Department of Education, WA Police, Venues West, Lend Lease, Colliers, Spotless, Programmed, SVN, and Delta Group. Recently, Kardan has secured an ongoing million-dollar contract with Spotless on behalf of the Department of Communities which will continue to help them grow their name, business and capability.

Kardan has seen business prosper since the introduction of the Aboriginal Procurement Policy through a combination of networking, word of mouth and increasing engagement with procurement staff. Their story has undoubtedly been one of success and, based on their own experiences, they have advice for Aboriginal businesses trying to succeed. Kardan stress the importance of being invested in the client and project at all stages – whilst also preserving the connection between the work you do and contributing towards positive outcomes to Aboriginal people. Being passionate and surrounding yourself with great people (such as friends, family and employees) as well as being persistent and taking responsibility for the project are important. Success is not an overnight process but, through hard work and refinement, it can be achieved.





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