

**WESTERN
SYDNEY
AIRPORT**



ABORIGINAL ENGAGEMENT MASTER PLAN

One Land, One Dream, One Journey.

enable
CONSULTING SERVICES

March 2020

ACKNOWLEDGEMENT OF COUNTRY

Western Sydney Airport acknowledges the many Aboriginal traditional owners of Country across the nation. We pay tribute to the Dharug nation as the traditional owners of Country for the Western Sydney International (Nancy-Bird Walton) Airport site and pay our respects to their Elders past, present and emerging.

ACKNOWLEDGEMENT OF ARTIST

Artist Susan Grant Murphy is a proud Aboriginal artist, living in Western Sydney. Susan has been painting since 1991. “My art has been such a wonderful gift & amazing journey, throughout my life. “My 'Dreaming Art' is for all to enjoy and to feel its spiritual connection, for me this helps to keep the dreaming alive”.



The painting on the cover tells Susan’s story of “One land, One Dream, One Journey”.



ARTISTIC STATEMENT

Artist: Susan Grant

Artwork: 'One land, One Dream, One Journey.'

Medium: Painting

Photograph: Co-created by Susan Grant, Artist in collaboration with Robert Cameriere, Photographer

This depiction uses the strong colours of red ochre for our land and sands, and blue for our custodians who walk these lands. Underneath is our meeting place with central circles with dotwork which runs outwards to other areas - North, South, East and West - all over our lands. This is how we all would travel.

The custodians of this land always maintained it – this is traditional of our people. Our custodian always surround us and fill us with their spiritual presence so we can pay respect on these lands.

The painting is a homage to our past, present, and future so that we all can grow strong, stand and walk together as one. This is a journey we all undertake throughout our life time. It is time for us all to start sharing our dreams and believe that we all can come together on this great land as one, so our spirits will fly high among the night skies.

Foreword from

GRAHAM MILLETT, CEO WSA

Recognising the significance of Aboriginal people's standing as the First People of our nation and their role as traditional custodians of the land on which we are building Western Sydney International (Nancy-Bird Walton) Airport, we are committed to finding new ways to develop a meaningful and beneficial dialogue between the project and Aboriginal communities.

Western Sydney Airport (WSA) has engaged Aboriginal firm Enable Consulting Services (Enable) to develop our Aboriginal Engagement Master Plan (AEMP). Our AEMP is a pioneering document and the first of its kind for an Australian infrastructure project.

This AEMP will support WSA to continue driving Aboriginal engagement opportunities in business, education and employment and help shape Western Sydney International's scope and operation.

With WSA already achieving our Aboriginal participation targets, we will continue to grow our existing Aboriginal workforce to a minimum of 2.4% of the total project workforce. We will also continue to engage Aboriginal businesses to ensure a minimum 3% Aboriginal business participation.

In partnership with Enable, WSA will continue to work closely with the local Dharug and broader Aboriginal communities and stakeholders to engage, socialise and consult on the many elements of the AEMP and the Airport project as it continues to progress.

As development of the Airport continues, each member of the WSA team is proudly committed to supporting the rollout of the Western Sydney Airport Aboriginal Engagement Management Plan.

Graham Millett, CEO
February 2020

INTRODUCTION FROM MICHAEL O'LOUGHLIN

ENABLE C.S ACKNOWLEDGES THE TRADITIONAL CUSTODIANS OF THE LANDS AND COMMUNITIES IN WHICH WE WORK.

After a long and exciting journey, I'm very proud to introduce Western Sydney Airport's (WSA) Aboriginal Engagement Master Plan (AEMP).

Developing WSA's first AEMP was a huge task - gathering, dissecting and analysing information from numerous sources, to come up with a comprehensive view of the current environment, and the opportunities for Aboriginal engagement and consolidate everything into a single document was not a simple task.

I'd like to acknowledge our advocates within WSA for their foresight, trust and determination to make this opportunity a big success for the Aboriginal people of Western Sydney and thank them for their support and understanding as we developed this AEMP.

Comprehending the enormity of the task faced by WSA - to facilitate the design, build and ultimately the operation of a nation-building infrastructure project the size of WSA and how Aboriginal Australians could further enrich such a project, while initially daunting, has been an exciting endeavour for the Enable team.

We faced many challenges understanding our Aboriginal and Torres Strait Islander stakeholder group and what was required for these stakeholders to feel included and to trust WSA. It became clear continued engagement was required.

After an extended consultation period, we were able to develop a deep understanding of some of the frustrations the local Aboriginal community and WSA faced. This is more than just about Aboriginal engagement targets and numbers, Enable wanted to work towards stability and longevity for employment opportunities for Aboriginal people and businesses well into the future.

We believe the AEMP will help deliver on the opportunity to drive broad-reaching, highly inclusive outcomes and will raise the bar on all future engagements of this type, setting the standard for how Aboriginal Australians should be engaged.

Paying our respects to elders and their communities in Western Sydney where the airport will be based will go a long way to help reconciliation and in turn produce a thriving industry for Aboriginal peoples and businesses that will create opportunity for everyone. Inclusion and understanding play a key role and our AEMP provides the road map to achieving meaningful and respectful community engagement.

To quote my friend and CEO of Reconciliation Australia, Karen Mundine, "Reconciliation is hard work, it's a long winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

Enable, **Michael O'Loughlin**



ABORIGINAL ENGAGEMENT MASTER PLAN

VISION

To create a pathway for Western Sydney Airport to have a positive impact on Aboriginal Australians with a cultural affiliation with the Western Sydney area - now and in the future.

PURPOSE

The Aboriginal Engagement Master Plan (AEMP) will provide a framework for respectful, authentic and sustainable Aboriginal engagement for WSA.

The AEMP acknowledges the history of both the Airport site and the original inhabitants of the area and outlines how the project will engage Aboriginal stakeholders in multiple focus areas across the design, construction and delivery of Western Sydney International (Nancy-Bird Walton) Airport.

The AEMP is a living document that will evolve as the Airport project moves forward, from construction into operation, providing a platform to enable WSA's engagement with Australia's first peoples well into the future.

VALUES

Value	WSA Value Statement	AEMP Value Statement
Safety	WSA relentlessly applies the highest physical and psychological safety standards for the continuous health and wellbeing of its people.	The AEMP holds the physical and psychological safety of the WSA team and its Aboriginal stakeholders equally and above all else.
Integrity	WSA holds itself and others accountable to instil trust by operating with honesty, integrity and authenticity.	The AEMP acknowledges WSA's responsibility to engender the trust of the Aboriginal community in the project.
Inclusion	WSA fosters an inclusive and diverse working environment and recognises the value of different perspectives and cultures. Diverse teams working together positively impacts the value and direction of WSA.	The AEMP is focused on ensuring the enormous value of the perspectives and cultural heritage of Aboriginal people are embraced to drive positive outcomes for WSA and its Aboriginal stakeholders.
Pioneering	WSA is nimble and always actively learning through experimentation to forge forward, continuously creating new and better ways for the company to be successful.	In developing Australia's first AEMP for an infrastructure project, WSA is forging a new approach to maximising positive outcomes for the Aboriginal community from the Airport's development.
Passion	WSA is committed to driving the company's vision, strategy, and purpose by creating a climate where everyone is motivated to do their best.	The successful implementation of the AEMP will be founded on WSA's motivation to show leadership in Aboriginal engagement.
Courage	WSA acts with courage to address difficult issues and make quality decisions to keep the company moving forward.	Ensuring that the perspectives and interests of Aboriginal people are respected and supported. The AEMP seeks to ensure WSA demonstrates leadership in infrastructure projects which leads to sustainable improvement in Aboriginal participation in Western Sydney.

EXECUTIVE SUMMARY

The Aboriginal and Torres Strait Islander cultures of Australia are some of the longest surviving on the planet. Aboriginal people hold a deep spiritual connection with Country. Their stories and traditions have been passed down through countless generations. They hold ancient knowledge and practices that provide unique and inimitable value whenever Aboriginal people are given a voice.

The Aboriginal Engagement Master Plan demonstrates Western Sydney Airport's commitment to ensuring the Airport project has a multi-generational impact on Aboriginal Australians who contribute to, work on or provide their insights and skills to the development of Western Sydney International (Nancy-Bird Walton) Airport.

Since it was established in 2017, WSA has already worked hard to roll out programs that respectfully and sustainably engage Aboriginal communities. These have been guided by the overarching Aboriginal Cultural Heritage Construction Environment Management Plan (CEMP) and its subplans.

The original survey of the WSI site uncovered more than 70 sites of historical significance and many artefacts that are temporarily being stored. A robust process exists to ensure the important history of the Airport site is respected, understood and cherished.

The AEMP reflects WSA's 360-degree view of the Airport project's Aboriginal heritage – past, present, and future. The AEMP acknowledges the rich history of this site and the people who have inhabited the area for many thousands of years. At the same time it sets out a way forward to facilitate Aboriginal Australians playing a key role in the development of the Airport, providing an opportunity for them to help shape an enduring socioeconomic asset for Australia that will carry the Western Sydney region's people forward.

The AEMP will continue to evolve with the project and enable all of WSA's stakeholders to engage with the project in an authentic way, with a clear lens on continually developing the local Aboriginal community's capacity.

Our research into organisations that demonstrate best practice Aboriginal engagement and participation found the following commonalities:

- An intrinsic motivation to work with Aboriginal stakeholders respectfully and meaningfully
- Strong leadership support driving an enabling workplace culture
- A dedicated resource driving Aboriginal participation
- Robust reporting and measurement systems
- Good relationships with available Aboriginal support networks (government, local councils, not-for-profits, sporting organisations and other organisations that work to support and enhance opportunities for Aboriginal people)

- A connection to the local Aboriginal community
- Continuous improvement by applying “lessons learned”

WSA has detailed guides and protocols for Aboriginal Cultural Heritage Management. The Aboriginal Cultural Heritage CEMP covers:

- Aboriginal Cultural Heritage CEMP consultation
- Topsoil Management Protocol
- Aboriginal stakeholder consultation and engagement plan
- Survey and salvage plan
- Oral history plan
- Identifying Aboriginal objects and site types in site procedures

Monthly reporting specifically developed for each major Airport construction contract ensures high level oversight of how the project is conforming and progressing in terms of Aboriginal engagement and managing cultural heritage on site.

Regular community stakeholder forums and accessible information exchange will enable high levels of effective engagement.

More than Two Numbers

The Western Sydney Airport project represents a unique and powerful opportunity for the Western Sydney region. Even after the first stage of Western Sydney International is operating in 2026, the Airport will continue to develop, with the development of its four currently predicted stages set to continue into the 2060s.

WSA has two targets - at least 2.4% of its workforce during construction and operation should be Aboriginal and 3% of contracts are awarded to Aboriginal businesses.

Despite their importance, in creating the Aboriginal Engagement Master Plan, WSA has demonstrated its commitment to go beyond these two targets. To build an organisational culture capable of achieving this, there are five key building blocks required:

1. Lead by example
2. Forecast demand for Aboriginal participation
3. Entrench detailed Aboriginal participation requirements in all procurement processes
4. Engage the Aboriginal community and support network
5. Formal annual reviews of the AEMP to ensure continuous improvement informed by lessons learnt during the previous year

1. Lead by example

In developing the AEMP, WSA is proud to step forward and seek to be an exemplar of outstanding Aboriginal engagement and participation – to our partner organisations and to the Australian and global business community.

It is important to begin meaningful Aboriginal participation early in a project's life, rather than scuttling to make up numbers to meet targets for compliance sake towards the end of the project. Seek to engage at scale, in business critical areas – avoid “crumbs from the table” participation opportunities.

Everyone working on the Airport project, whether they work for WSA directly or for contractors or partners, must be aware of the project's commitment to respectful, authentic and sustainable Aboriginal participation and engagement. From their onboarding and induction, new team members should be given the opportunity to understand the importance and significance of the Airport site's Aboriginal heritage. Construction workforce ‘toolbox talks’ should incorporate cultural awareness and reflection.

2. Forecast demand for Aboriginal participation opportunities

Aboriginal stakeholders want to know the timing around opportunities for work that will be available to them. Understanding the consequences of generational unemployment, Elders are concerned that without consultation, there is potential for their communities to miss out on the significant employment opportunities around the development of WSA.

WSA should produce a forecast of work suitable for Aboriginal companies and Aboriginal employees annually over the life of the project, which will help define the skills gaps and subsequent training requirements to address those gaps.

3. Clear Aboriginal engagements and reporting requirements in procurement processes

In order to ensure Aboriginal employment and procurement targets are consistently met across the life of the construction project and into Airport operation, all procurement activities need to include specific guidelines around Aboriginal engagement and reporting.

4. Engage the Aboriginal community & support network

In order for WSA to generate sustained benefits for the local Aboriginal community, cooperative working relationships with both the Aboriginal community and the substantial network of Aboriginal support organisations must be developed and maintained.

For example, the Aboriginal employment forecast for the project will provide the information needed by the education support network to effectively plan and coordinate education programs. This will support the development and up-skilling that will be required by the local Aboriginal workforce and businesses to meet the needs of WSA going forward.

5. Learn from the past to improve

Authenticity will be a hallmark of WSA's approach to engaging Aboriginal stakeholders. We will approach every opportunity to engage with a genuine desire to listen and work together. Every interaction will be an opportunity to learn. Reflecting on our engagements and applying lessons learned to improve our Aboriginal engagement and participation will be crucial to maximising opportunities for the Aboriginal community from the development of Western Sydney International.

Monthly reporting on key Aboriginal engagement and participation will be supplemented by field visits, Toolbox talks, face to face conversations with Aboriginal employees and businesses, community/stakeholder forums and feedback sessions with the Aboriginal support network.

This Aboriginal Engagement Master Plan is a live document and will be reviewed annually to ensure lessons learned are appropriately captured and incorporated into the next iteration of the document.