

Transport  
for NSW



RECONCILIATION  
ACTION PLAN  
INNOVATE

# Innovate Reconciliation Action Plan Final Report

2022







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## Artwork & Design



**Title:**  
'Our Songlines are Calling'  
**Artist:**  
Frances Belle Parker (Yaegl)  
**Date:**  
2019  
**Medium:**  
Acrylic on Linen

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### Artist Statement

'Our Songlines are Calling' is a painting which shows the strong importance of our Traditional Songlines when travelling through Country.

As Aboriginal people, we have navigated the Country for thousands of years and in that time our natural travelling routes became our Songlines. This is the country in which the landscape sang us home. Singing, walking, meeting, sharing and celebrating were regular occurrences when we followed our Songlines. We listened to the Country and in return we were guided safely to our destination.

The view featured is an aerial view in a topographical mapping to symbolise various aspects of Country within NSW. The colours used represent the varying aspects of the landscape, the water which runs from numerous river systems towards the coastline, the bush, desert and mountains. The small linear markings are representative of the tracks we made whilst we travelled our Songlines.

### Designer Concept

Balarinji worked with Frances Belle Parker's painting to create the Innovate RAP design and layout. We are a Sydney-based strategy and design agency founded on authentic engagement with Aboriginal people, culture, art, stories and identity. Our ethos is to deepen understanding of Aboriginal Australia through design, with our work spanning public art and curatorial, urban regeneration and infrastructure, branding campaigns and digital.

Founded in 1983 by Chair, Yanyuwa man, John Moriarty, and current Managing Director, Ros Moriarty, our company was founded to build bridges of best practice participation between Aboriginal communities, business and the broader community.

Working with local Aboriginal community knowledge holders and artists, Balarinji's design work for Transport for NSW has included the Redfern Station refresh, Pacific Highway public art conceptualisation, the Rail Operations Centre, and a noise wall for Burnt Bridge Creek Deviation at Balgowlah.

### Terminology

All references to Aboriginal peoples and communities referred to in this report are intended to respectfully include Aboriginal and Torres Strait Islander peoples and communities.

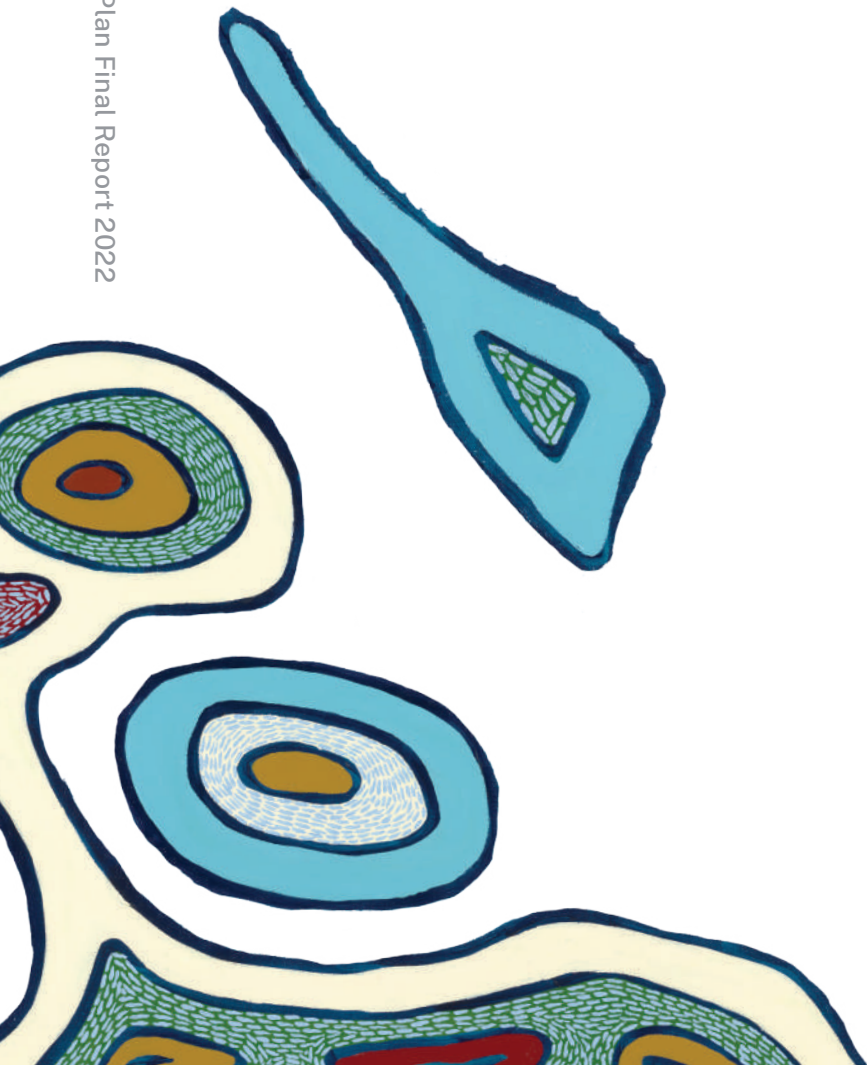
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## Acknowledgement of Country

Transport for NSW recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, and acknowledges their continuing spiritual, cultural, social and economic connection to our lands and waters.



## Secretary's Message

The work of Transport for NSW covers ancient routes and waterways travelled for thousands and thousands of years by Aboriginal people. Today our people and the communities we serve travel on Aboriginal Country, whether that's by road, rail, water, or as we walk and cycle.

We are walking alongside our First Nations employees, customers and communities on a Reconciliation journey that started many years ago and is ongoing.

Our first Reconciliation Action Plan (RAP) is the Innovate RAP detailed in this report and has respect, relationships and opportunities as its guiding principles.

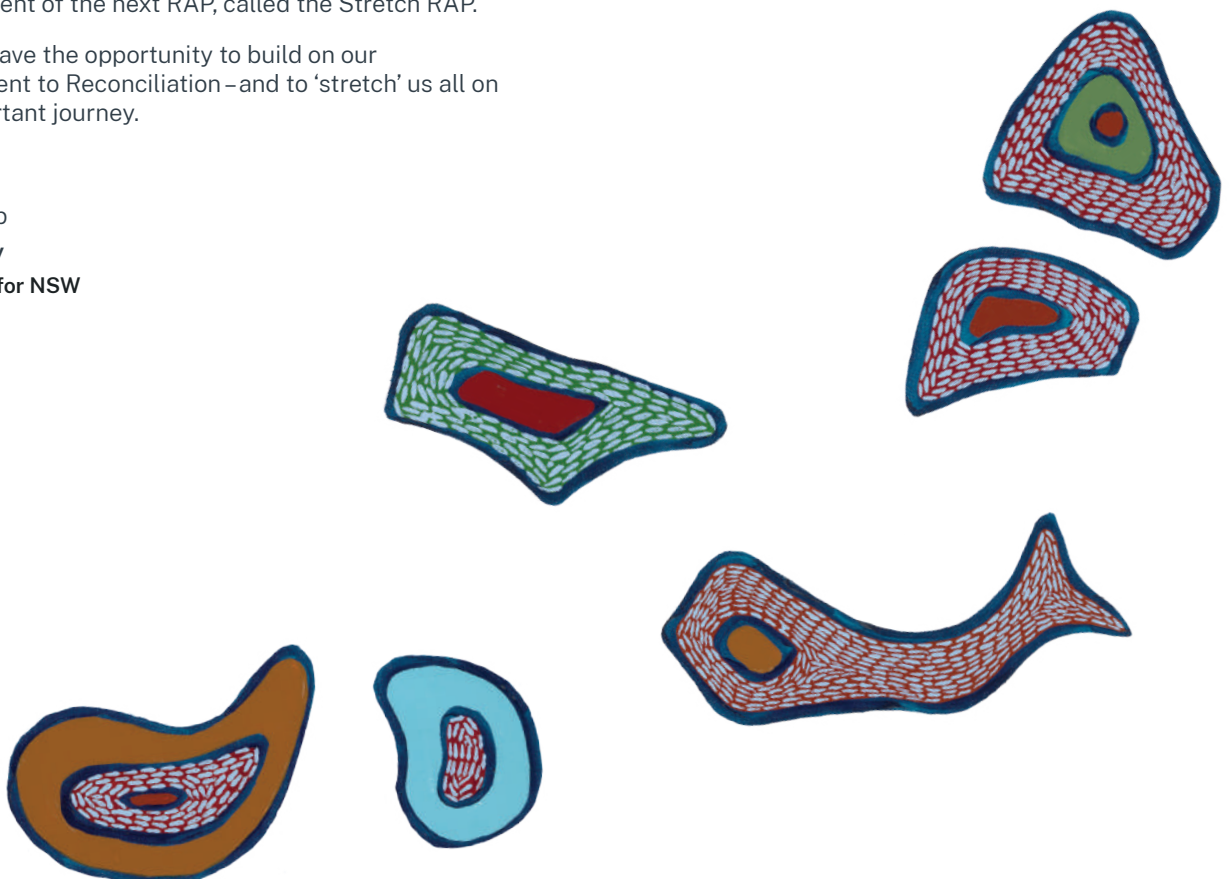
Relationships are at the heart of Reconciliation as we respect the traditional and contemporary cultures of First Nations people and provide more opportunities for their economic prosperity as one of the largest government employers in NSW.

So many people in Transport have dedicated their time and effort to commit to Reconciliation through the Innovate RAP and to co-design meaningful actions and initiatives with Aboriginal employees, stakeholders and communities.

The Innovate RAP has provided Transport with important foundational frameworks and strategies to progress Reconciliation and I look forward to the development of the next RAP, called the Stretch RAP.

We now have the opportunity to build on our commitment to Reconciliation – and to 'stretch' us all on this important journey.

Rob Sharp  
Secretary  
Transport for NSW



## The beginning of our Reconciliation Action Plan journey

Transport for NSW has a deep and longstanding commitment to the Aboriginal communities of NSW and the ongoing process of Reconciliation.

A Reconciliation Action Plan (RAP) is a formal statement of commitment to Reconciliation for organisations to strengthen relationships between Indigenous and non-Indigenous people for the benefit of all Australians. Reconciliation Australia has developed a strategic RAP framework for organisations to document and progress the aims of Reconciliation within their sphere of influence.

Our inaugural RAP, Transport's Innovate RAP, demonstrated our commitment to working towards Reconciliation both within Transport as an organisation and in the towns and cities of NSW where our people work and live. The RAP was developed to make a positive difference to Aboriginal people in three significant areas – relationships, respect and opportunities.

Our Innovate RAP has specific actions to positively drive employment, empowerment and economic development, and to enhance and develop greater cultural understanding. This laid the foundations for enhanced symbolism across our business, our assets and the people we serve across NSW, complemented by strong frameworks that will carry through to our next RAP, the Stretch RAP.

We have commenced a journey of truth-telling by increasing our awareness of the impact that Transport's work has had on Aboriginal communities in the past, so we can look forward and create meaningful, positive and practical outcomes for communities now and in the future.

Our Innovate RAP demonstrates practical actions toward Reconciliation. By improving our connections and relationships with Aboriginal people and communities, Transport can become a more innovative, courageous and respectful organisation.

We will continue to build on the frameworks and strategies developed in the Innovate RAP as we move into the development of the Stretch RAP, ensuring that the significant, foundational work already achieved is embedded in Transport's ways of working and is reviewed regularly to allow for further innovation and growth.

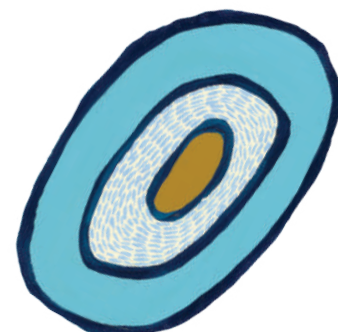


### Songlines shared with travellers

Songlines are Aboriginal travel routes that link important cultural sites, ancestral stories and locations and were traditionally memorised and sung by the traveller to know the route of their destination.

Transport's Woolgoolga to Ballina Pacific Highway Upgrade Aboriginal Art Trail offered the opportunity for local Aboriginal communities to share their Songlines, or creation stories, with the travelling public through art on overhead bridges and sculptures in new rest areas.

The project engaged artists who represent the three nations that the Woolgoolga to Ballina Upgrade crosses – Gumbaynggirr, Yaegl and Bundjalung. The artists were asked to create artworks telling stories of their Songlines, in consultation with their Elders. The engagement of the artists is a collaboration with Transport's project partner, Balarinji, an Aboriginal-owned design agency.







Memorial plaque to the Stolen Generations at Bombaderry rail station.

## Truth-telling plaques

Transport for NSW has installed memorial plaques at seven rail stations acknowledging the rail network's role in the forcible removal of Aboriginal children from their families and communities.

Many of the children known as the Stolen Generations were taken by train to institutions in regional NSW and the plaques reflect this traumatic history: "Some of these children never made it home, living their lives disconnected from their families and communities and not knowing their true heritage."

The plaques –located at Sydney's Central Station, Cootamundra, Grafton, Kempsey, Berry, Bomaderry, and Wagga Wagga –were initiated by Transport in consultation with Stolen Generations survivor organisations.

## Transport water trucks

Transport's regional Fleet Services team launched a series of water trucks featuring artwork commissioned by local Aboriginal artists to reflect and acknowledge the lands they operate on.

The water trucks are part of Transport's assets that play key roles in connecting our waterways, lands and sky. The specially designed artworks both celebrate the connection to the lands and illustrates the significance of Aboriginal culture at Transport and our commitment to reconciliation as they travel across the regions.

Three trucks, which will operate over 10 to 15 years, are currently servicing the regions of Hay, Port Macquarie and Ballina. Another water truck with additional features used for snow clearing operations is expected to be delivered to Cooma in August. The trucks will also be used to assist in emergencies such as bushfires and other natural disasters across the state.

Jacqueline Madsen, Acting Snr Manager, Fleet Services State-wide Maintenance & Delivery worked on the project and is proud of the partnerships Transport has forged with Aboriginal communities.

*"The process of commissioning the artworks have strengthened the relationships between Transport and the local Aboriginal communities. It has also encouraged increased community engagement and support, as well as increasing Aboriginal participation and recruitment."*

With several trucks reaching the end of their lifecycle, this initiative provides an opportunity to reinvigorate and reimagine how we work with Aboriginal communities. The ongoing project is another step towards ensuring that the acknowledgement and respect of Aboriginal culture is not only commonplace but a fundamental part of all the work we do.



Reconciliation is everyone's business and Transport acknowledges that this journey should include all of our people and our actions must be meaningful and authentic.

Our Innovate RAP is an important foundation for positive and deeper employee engagement in Reconciliation, challenging and inspiring our people to embed practical and symbolic actions into their everyday work. This has been accompanied by a stronger organisational focus on the awareness and understanding of traditional and contemporary Aboriginal history and cultures.

## Relationships

Transport launched the Innovate RAP in Newcastle on 9 August 2019, guided by Awabakal Elder Aunty Phyllis Darcy and Andrew Smith from the Worimi Local Aboriginal Land Council. The RAP was delivered to Rodd Staples (Secretary) via message stick (designed by Dalmarri) by the Freeman Dancers

The launch event, attended by 250 Transport employees and community members, was followed by a series of regional launch events across NSW in September and October to engage community and Transport staff who were unable to attend the official launch. The RAP and message stick were taken to Dubbo, Grafton, Wagga Wagga, Parramatta and Sydney CBD and travelled by all modes of Transport.

Transport marks significant events for Aboriginal people, such as National Reconciliation Week and NAIDOC Week, by reaching out to all our staff to support us in this ongoing journey.



Transport National Reconciliation week event 2021 kicked off with a performance by Kari Singers.

## Respect

Respect for Aboriginal people and cultures is both an acknowledgement of the past and a celebration of the world's oldest living culture for its innovation, care of Country and collaborative approach to community and wellbeing.

The Innovate RAP introduced new frameworks and training for employees that recognise the diverse nature of Aboriginal cultures, nations and protocols, and family and kinship systems.

The Aboriginal Cultural Learning Framework and staff portal explores a continuum of cultural learning to encourage employees to broaden their understanding and knowledge of Aboriginal culture, including access to online learning, cultural awareness training, workshops, and immersion programs on Country across NSW.

More than 800 employees completed Transport's Aboriginal Cultural Awareness training between 2019 and 2021 to build their knowledge and develop meaningful relationships with Aboriginal customers, colleagues and communities. New offerings on the Aboriginal Cultural Learning Framework Portal will enhance these numbers into the future with the promotion and access to a broader range of cultural training options.

An Aboriginal Cultural Protocol was developed and implemented within Transport to build broader understanding of the fundamental cultural protocols for Aboriginal people and communities.



Transport for NSW 2019 VET Cadets





## Opportunities

Transport values the economic, social and cultural contribution of Aboriginal people and proactively supports opportunities for employees and the sustainable growth of Aboriginal businesses.

We employ more than 600 Aboriginal people and our Aboriginal employees are encouraged to collaborate through the annual Aboriginal Staff Forum called YarnUp.

Transport offers flexible career pathways to grow the Aboriginal workforce, including vocational education and training, on-the-job training, and scholarships for school and university students.

As we work around NSW with First Nations businesses, Transport's goal is to go beyond the minimum compliance targets in the Aboriginal Procurement Policy. The policy requires a minimum 1.5 per cent Aboriginal participation in all contracts valued at \$7.5 million or above and includes workforce and training targets.

## Pathways to success

Career pathways for Aboriginal employees include entry-level talent programs that nurture and support participants to gain on-the-job experience with teams across Transport while completing Certificate IV qualifications. The flexible pathways can include training combined with work and university study.

Jesse Willingham started with Transport in the Aboriginal Vocational Education and Training Cadet Program studying Information Technology. After he completed his two-year vocational education and training (VET) program, he enrolled in university and joined Transport's Scholar program, working with the IT team while undertaking his degree part-time.

Jesse is from regional NSW and the VET program created a pathway for him to gain experience in IT as well as get a tertiary qualification at university and employment with Transport.



## Relationships

To build and grow our relationships, we focus on regular connection, communication and knowledge-sharing with our Aboriginal staff, Indigenous stakeholders and Aboriginal communities.

We bring our people together by celebrating significant Aboriginal events and showcasing our RAP milestones towards Reconciliation. Our employees have access to ongoing cultural education, training, networks and online forums to encourage ongoing dialogue about Reconciliation and what it means to individuals and to the work of the organisation.

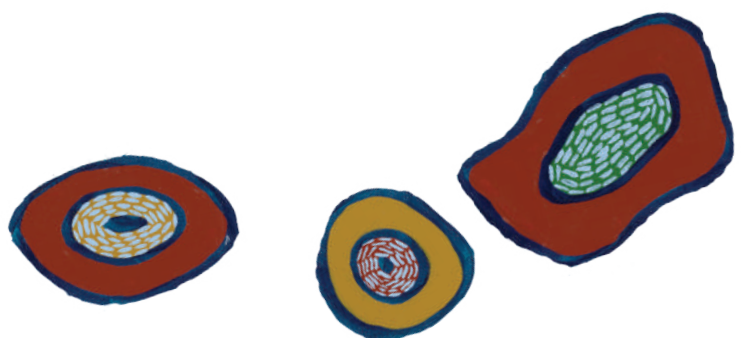
Transport meets regularly with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. We have strengthened external relationships with Reconciliation Australia, local Aboriginal communities, and Indigenous corporate partners. Transport colleagues presented our Innovate RAP journey at the 2021 Reconciliation Australia RAP Conference.

To promote positive race relations we have reviewed all our policies and procedures to identify existing anti-discrimination provisions and evaluate the need for additional strategies for the future.

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NAIDOC 2021 trivia winners breakfast with key note speaker the Honorable Linda Burney bottom

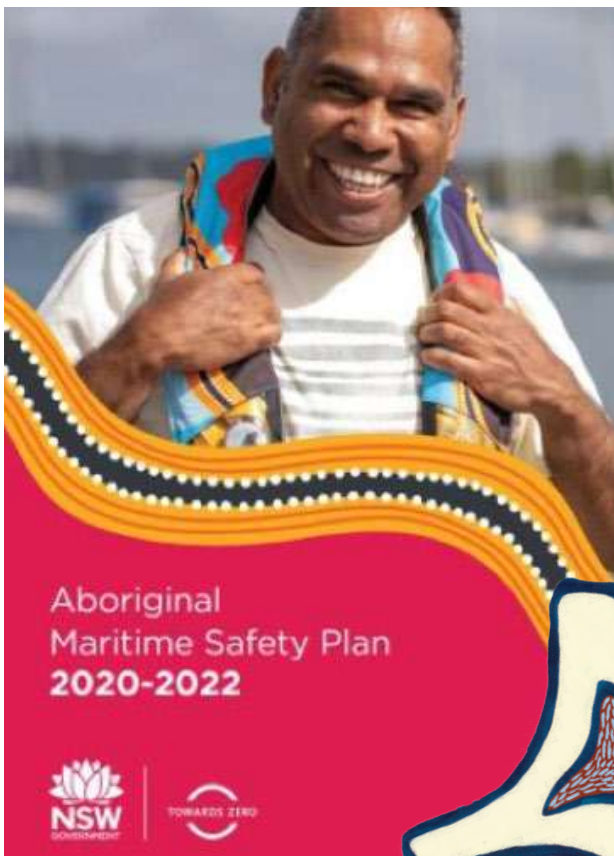


## Cultural values of waterways

Our waterways connect Aboriginal people to their families, history and cultures and are used for economic and social purposes. We recognise the Aboriginal cultural values of waterways, the survival of freshwater and saltwater culture in NSW and the importance of waterways to the safety, health and wellbeing of Aboriginal people.

The NSW Government's inaugural Aboriginal Maritime Safety Plan 2020-22 supports the vision of Transport's Innovate RAP, particularly in the building and strengthening of relationships and respecting and celebrating culture. The safety plan was developed with the Aboriginal community, for the community, to identify opportunities to change behaviours and help reduce fatalities and serious injuries involving Aboriginal people on NSW waterways.

It also seeks to contribute to improved cultural, educational and employment outcomes for Aboriginal peoples. The core principles of the strategy are to increase engagement with Aboriginal people in the NSW Government's safe systems approach to waterway safety; and to increase the participation of Aboriginal people in the maritime economy using a pathway of engagement through boating safety.



## Relationships

### Focus Area 1: Build and Strengthen relationships

This is a table outlining completion status of initiatives under Transport's Innovate RAP.

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Action	Deliverable	Status
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Achieved
	b. Develop and implement a Transport cluster Community Engagement Framework to work with Aboriginal and Torres Strait Islander stakeholders, communities and organisations.	Achieved
2. Build relationships through celebrating National Reconciliation Week (NRW).	a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Achieved
	b. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Achieved
	c. Organise at least one NRW event each year and support teams to host a local event in their building to further promote reconciliation.	Achieved
	d. Register all our NRW events on <a href="#">Reconciliation Australia's NRW website</a> .	Achieved
	e. Develop an NRW Event Toolkit to empower each agency to mark and celebrate the annual NRW theme.	Achieved
	f. Publicly promote NRW on Transport cluster services through existing communication channels.	Achieved
	g. RAC Members to participate in an external NRW event.	Achieved
3. Promote reconciliation through our sphere of influence.	a. Develop and implement internal and external RAP Communications strategies.	Achieved
	b. Hold an annual Transport cluster-wide Aboriginal Staff Forum. This will be for the development of Aboriginal and Torres Strait Islander staff, and to promote internal networks by sharing stories and promoting best practices across the agencies.	Achieved
	c. Ensure each Transport cluster agency develops a RAP Implementation Plan.	Achieved
	d. Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes.	Achieved
	e. Collaborate with other like-minded organisations to develop ways to advance Reconciliation by sharing best practices and thought leadership.	Achieved
4. Promote positive race relations through anti-discrimination strategies.	a. Conduct a review of all policies and procedures to identify existing anti-discrimination provisions and future needs.	Achieved
	b. Educate senior leaders on the effects of racism.	Ongoing
	c. Implement and communicate our current NSW anti-discrimination requirements.	Achieved

For more information please contact [RAPteam@transport.nsw.gov.au](mailto:RAPteam@transport.nsw.gov.au).

## It's everyone's business

Transport marks important events for Aboriginal people such as National Reconciliation Week by reaching out to all our staff to support us in this ongoing journey.

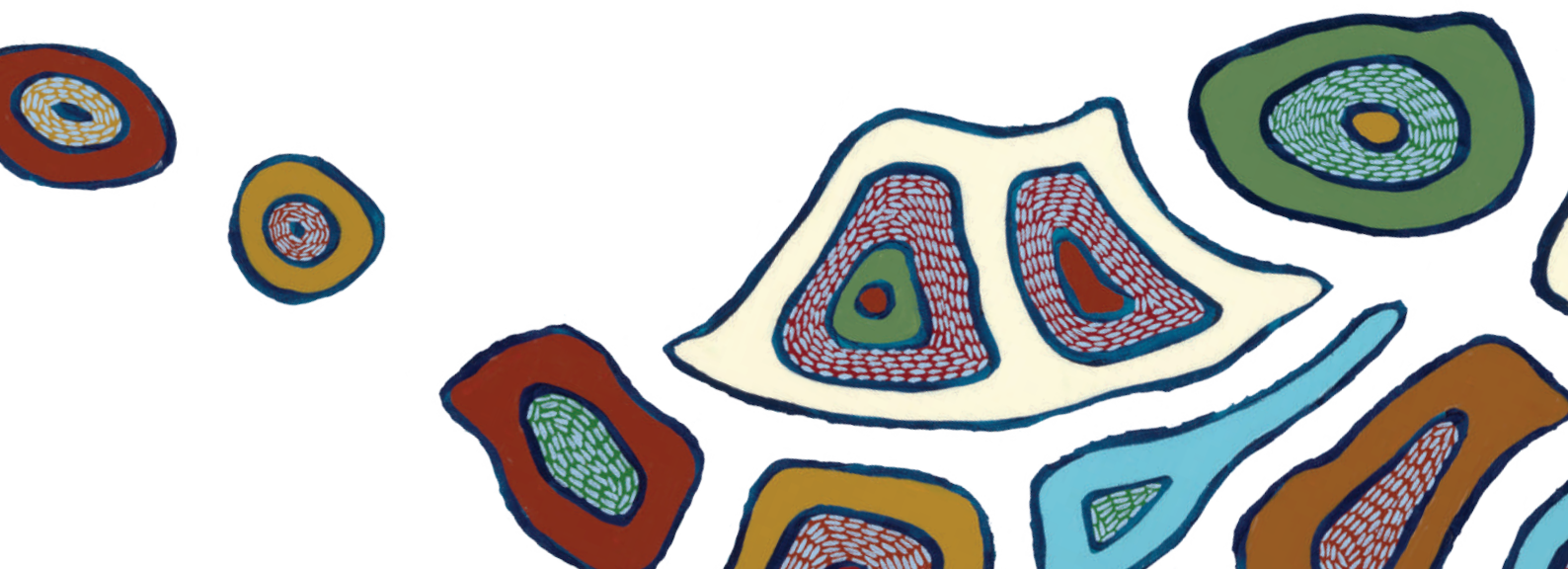
In 2021 more than 2,000 staff across NSW took part in a special National Reconciliation Week event either in person or online around the NRW theme of "More than words. Reconciliation takes action".

It was an opportunity to learn about the breadth and impact of programs Transport delivers to support Reconciliation. A panel of passionate and talented Transport people gave the audience a taste of the diverse range of initiatives and programs.

Prominent Aboriginal journalist Karla Grant shared the story of her life and how she became a well-known media presenter, calling on all Australians to take action on Reconciliation because it's everyone's business.



More than 2,000 staff took part in  
Transport's 2021 National Reconciliation Week event



## Respect

Mutual respect is the foundation on which we build meaningful partnerships with our Aboriginal employees, customers and communities. Transport builds trust and respect inside and outside of our organisation by developing the capability of our employees for positive, proactive and effective engagement with First Nations people.

We understand our responsibility to engage in genuine truth-telling so that Aboriginal people can continue to heal from trauma caused by past government practices. We acknowledge the deep and lasting pain caused to the Stolen Generations and the role of the NSW Transport system in transporting by rail and road the children who were forcibly removed from their families and Country.

Our Aboriginal Cultural Learning Framework provides an important platform for truth-telling. The portal is available to all employees who are encouraged to broaden their knowledge of Aboriginal culture and history. The continuum of learning starts with experiential learning and moves through online courses and modules available on Transport's Learning Management System and from the Public Service Commission.

Transport's cultural awareness training includes learning about the impact of colonisation on Aboriginal people and debunks myths and stereotypes. It explains Transport's responsibility to increase Aboriginal representation in the workforce and looks at how to create culturally appropriate programs and services.



*Transport employees on cultural immersion tour in Blue Mountains*



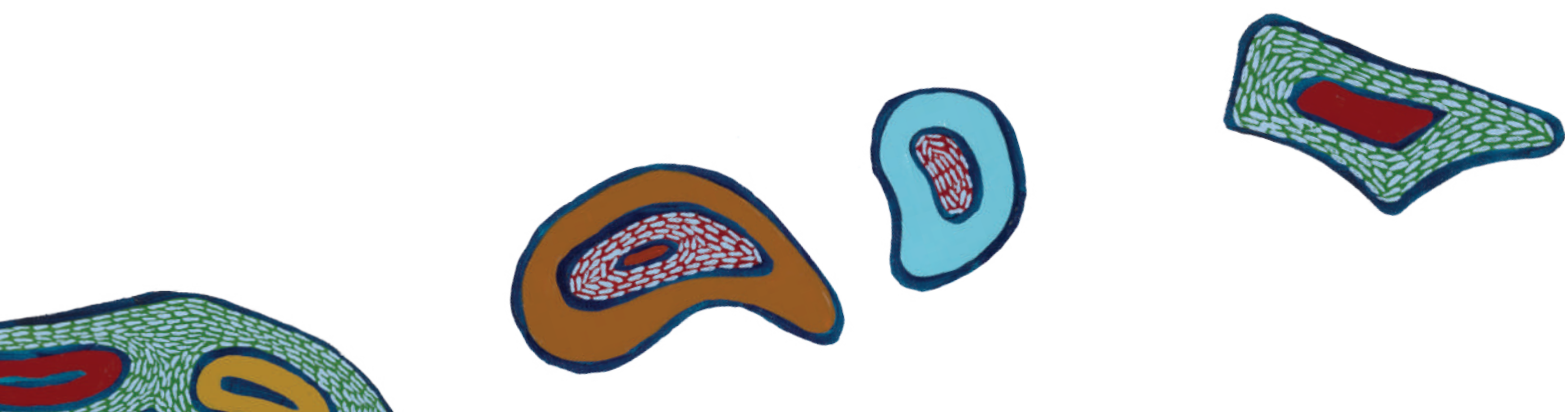


## Focus Area 2: Respect and Celebrate Culture

This is a table outlining completion status of initiatives under Transport's Innovate RAP.

Action	Deliverable	Status
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a. Provide specific cultural immersion opportunities to senior leaders across the Transport cluster.	Achieved
	b. Develop, implement and communicate a Cultural Learning Strategy for our staff.	Achieved
	c. Conduct a review of cultural inclusion across the Transport cluster and measure existing knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Achieved
	d. Provide opportunities for our RAC members, HR Managers and other key leadership staff to participate in formal and structured Cultural Education.	Achieved
	e. Ensure all new starter employees of Transport cluster complete Cultural Education delivered by a number of modes including face to face and eLearning	Ongoing
	f. Develop a consultation plan to engage local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of an Aboriginal Cultural Framework.	Ongoing
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a. Develop, implement, communicate and promote a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Achieved
	b. Increase staff understanding of the purpose and significance behind cultural protocols.	Ongoing
	c. Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events each year.	Ongoing
	d. Include an Acknowledgement of Country at the commencement of meetings.	Ongoing
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a. Develop a Transport cluster NAIDOC Week annual theme event toolkit.	Ongoing
	b. In consultation with Aboriginal and Torres Strait Islander staff, hold an annual Transport cluster-wide NAIDOC Week event.	Achieved
	c. RAC to participate in an external NAIDOC week event.	Achieved
	d. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Achieved
	e. Promote and encourage participation in external NAIDOC Week events to all staff.	Achieved

For more information please contact [RAPteam@transport.nsw.gov.au](mailto:RAPteam@transport.nsw.gov.au).



## Opportunities

There are many opportunities across Transport to move towards Reconciliation demonstrated in our Innovate RAP. Many of our new or updated frameworks and policies will lay the foundation to inform our work in the Stretch RAP.

Transport has developed an Aboriginal Employment Strategy to improve career opportunities and pathways for Aboriginal employees. The strategy incorporates the successful Aboriginal Career Development and Mentoring Program, which supports and guides Aboriginal employees in their career development and enhances Aboriginal cultural knowledge for their non-Aboriginal executive mentors.

Wherever possible we are identifying opportunities for Aboriginal people to work and train on our major projects with the support of Elders and structured learning to contribute to the recruitment and retention of Aboriginal employees.

We continue to increase our procurement spend with Aboriginal businesses, with year-on-year increases in goods and services and projects under the NSW Government's Aboriginal Procurement Policy and the Aboriginal Participation in Construction Policy.

Transport is proud of the development and implementation of the Aboriginal Cultural Heritage Framework and the Aboriginal Art Strategy to provide greater guidance and acknowledgement of Aboriginal people and communities.



Lady Northcott Ferry

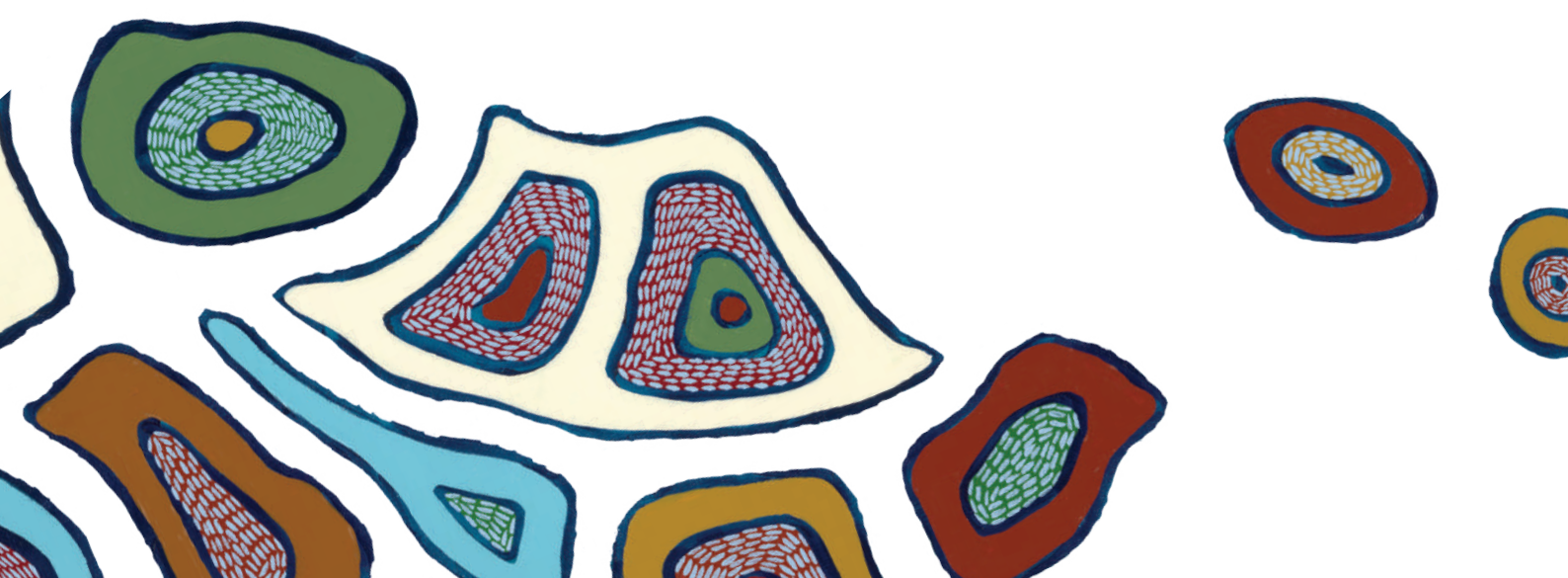
### New life for grand old Lady

One of Sydney's oldest ferries, Lady Northcott, has been gifted by Transport for NSW to the Aboriginal maritime charity, Tribal Warrior, along with a \$300,000 grant to help give the vessel a new lease of life.

The gesture demonstrates Transport's commitment to working with Aboriginal communities and organisations to promote self-determination and economic sustainability.

The gift will enable Tribal Warrior to employ and mentor Aboriginal trainees while running commercial operations with existing qualified crew, assisted by the Friends of Lady Northcott who are retired crew from Sydney Ferries.

The ferry will provide Aboriginal youth with specialised training programs while operating as a tourism training and charter boat on Sydney Harbour, which will in turn generate career opportunities and maritime experience for young Aboriginal people.



## Focus Area 3: Employment and Career Development

This is a table outlining completion status of initiatives under Transport's Innovate RAP.

Action	Deliverable	Status
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	a. Conduct research across the Transport cluster workforce in NSW to inform Aboriginal and Torres Strait Islander employment targets for 2019-2021 and regularly track performance.	Achieved
	b. Develop an employee value proposition for existing Aboriginal and Torres Strait Islander staff, new starters and candidates.	Ongoing
	c. Engage Aboriginal and Torres Strait Islander staff and partner organisations to form an Aboriginal and Torres Strait Islander Employment, Engagement and Development Strategy.	Ongoing
	d. Develop and implement a co-designed Aboriginal and Torres Strait Islander Employment, Engagement and Development Strategy including employment and retention targets, and professional development considerations.	Ongoing
	e. Embed and expand the Aboriginal and Torres Strait Islander Recruitment Panel (consistent with the APP) for the Transport cluster to attract and source Aboriginal and Torres Strait Islander candidates for job vacancies.	Ongoing
	f. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Achieved
	g. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Achieved
	h. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Ongoing
	i. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Ongoing
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy which aligns with the NSW Government Aboriginal Procurement Policy (APP) and Aboriginal Participation in Construction Policy (APIC).	Achieved
	b. Maintain Supply Nation and/or Indigenous Chamber of Commerce membership.	Achieved
	c. Develop and communicate opportunities for procurement and engagement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing
	d. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Ongoing
	e. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses through implementing the Aboriginal Procurement Policy & Aboriginal Participation in Construction Policy across the cluster and broader network.	Ongoing
10. Promote respect for Aboriginal heritage and increase inclusion of Aboriginal art.	a. Develop and implement a Transport Cluster Aboriginal Art Strategy.	Achieved
	b. Develop a Cultural Heritage Consultation Framework for all Transport cluster works.	Achieved
	c. Promote public recognition and respect for Aboriginal and Torres Strait Islander heritage and art with the inclusion of signage and information for the public.	Achieved
11. Embed Aboriginal and Torres Strait Islander co-design principles across Transport Cluster Projects.	a. Develop a set of Transport cluster Aboriginal co-design principles incorporating place-making and community-centred design initiatives for all relevant projects and assets in NSW.	Achieved

Action	Deliverable	Status
12. Establish and maintain an effective Reconciliation Advisory Committee (RAC) to drive governance of the RAP.	a. Maintain Aboriginal and Torres Strait Islander representation on the RAC to be at least 50%.	Achieved
	b. Annually review and update the RAC Terms of Reference.	Achieved
	c. Meet at least four times per year to drive and monitor RAP implementation.	Achieved
13. Provide appropriate support for effective implementation of RAP commitments.	a. Annually review resource needs for RAP Governance and implementation.	Achieved
	b. Engage our senior leaders and other staff in the delivery of RAP commitments.	Achieved
	c. Define and maintain appropriate systems to track, measure and report on RAP commitments.	Achieved
	d. Appoint and maintain an internal RAP Champion from senior management.	Achieved
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Achieved
	b. Report RAP progress to all staff and senior leaders quarterly.	Achieved
	c. Develop and Implement a Reconciliation KPI for the Executive Team.	Ongoing
	d. Hold an annual Reconciliation Workshop Forum with key stakeholders to review RAP performance and collate feedback.	Achieved
	e. Publically report our RAP achievements, challenges and learnings annually.	Achieved
	f. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	On hold
15. Continue our reconciliation journey by developing our next RAP.	a. Register via <a href="#">Reconciliation Australia's website</a> to begin developing our next RAP.	Achieved

For more information please contact [RAPteam@transport.nsw.gov.au](mailto:RAPteam@transport.nsw.gov.au).



