



July 2019 - July 2021

Transport for NSW  
**Reconciliation  
Action Plan**









RECONCILIATION  
ACTION PLAN

INNOVATE

2019-2021

Transport for NSW

# Reconciliation Action Plan



NSW  
GOVERNMENT

# Artwork & Design



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

## 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, 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 are to represent the varying aspects of the landscape across NSW, 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.

Frances Belle Parker

**Artist**

## Designer Concept

Balarinji has worked with Frances Belle Parker's painting to create the 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. Our work spans 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, we 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 Redfern Station refresh, Pacific Highway public art conceptualisation, the Rail Operations Centre (ROC) and a noise wall for Burnt Bridge Creek Deviation at Balgowlah.



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# Introduction message from the Secretary

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation’s First Peoples followed for tens of thousands of years.



That is why I am very proud to present the inaugural Transport Reconciliation Action Plan 2019-2021, which acknowledges and pays respect to the role of Aboriginal and Torres Strait Islander peoples as custodians of the lands where we work. This plan demonstrates our commitment to working towards reconciliation both within Transport and in communities across NSW.

Our vision is to give everyone the freedom to choose how and when they get around, no matter where they live. To achieve that, it is vital our workforce truly represents the communities and customers we serve.

The Reconciliation Action Plan will guide us as we create more opportunities for Aboriginal and Torres Strait Islander peoples and support everyone in the Transport cluster to have a greater understanding of Aboriginal and Torres Strait Islander cultures.

Respecting and listening to a diverse range of thoughts and opinions is also critical in ensuring we make better decisions, drive innovation and creativity, and have the capability to deliver our vision for transport in NSW.

I would like to thank the hundreds of people - both Transport employees and members of community and stakeholder groups - who have generously given their time to join focus groups and workshops to share feedback with us.

I would also like to take this opportunity to recognise the contribution of our Reconciliation Advisory Committee. This group has guided the development of this plan and will now take on the critical role of driving its implementation.

This input has helped shape our first Reconciliation Action Plan and with your support we will continue to embed an inclusive, collaborative and respectful culture.

Rodd Staples

**Secretary  
Transport for NSW**



# Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Transport for NSW to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Transport for NSW joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Transport for NSW with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Transport for NSW will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Transport for NSW well as it explores and establishes its own unique approach to reconciliation. We encourage Transport for NSW to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“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.”

On behalf of Reconciliation Australia, I commend Transport for NSW on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

**Chief Executive Officer  
Reconciliation Australia**



# Our vision for Reconciliation

Transport for NSW and each of its operating agencies, (collectively known as the Transport cluster) 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.



Our vision for Reconciliation is one where respect, collaboration and partnership foster greater inclusion, recognition and celebration for our Aboriginal and Torres Strait Islander peoples across all segments of NSW's vibrant community.

Many of our roads and railway lines follow the ceremonial paths travelled by the ancestors as they crossed traditional country for family and cultural responsibilities and trade. Our transport system is a living, breathing network that connects us with each other and which carries our stories across cultural border lines.

We are working towards genuine Reconciliation whereby Aboriginal and Torres Strait Islander peoples and the wider Australian community continue to build relationships based on mutual respect.

We seek to be part of an Australian community that recognises and celebrates Aboriginal and Torres Strait Islander peoples, cultural identities, communities, economic empowerment and self-determination.

The Transport cluster values the diverse cultures and heritage of Aboriginal and Torres Strait Islander peoples and commits to working more collaboratively with the Aboriginal and Torres Strait Islander population of NSW. We will do this by implementing a range of practical initiatives that promote Reconciliation within our organisation and in the community.

We will acknowledge and leverage the wisdom of cultural knowledge by engaging collaboratively with the NSW Aboriginal and Torres Strait Islander communities to increase visibility of traditional knowledge and local Aboriginal languages.

The Transport cluster's People Strategy focuses on continuing to place the customer at the centre and putting people at the heart of everything we do throughout Transport. This extends to improving Aboriginal and Torres Strait Islander peoples' experience with our frontline services, connecting communities, showing respect for the connection to land, identity and culture, and valuing the contribution that Aboriginal and Torres Strait Islander staff members make to our workplaces.





# Our business

Our vision is to be a responsive and flexible organisation, efficiently delivering high quality, connected transport services to the people of NSW. Our services impact every NSW resident and our customers are at the centre of everything we do.

We have many workplaces across NSW with more than 29,000 employees and over 9,000 contractors. We currently employ almost 500 Aboriginal and Torres Strait Islander peoples in a range of different roles across more than 300 sites.

We lead the development of safe, integrated and efficient transport systems for the people of NSW including transport planning, strategy, policy, procurement and other non-service delivery functions across all modes of transport - road, rail, ferries, light rail and point-to-point.

Transport plays a vital role in land use, tourism and the economic development of towns and cities in NSW and in ensuring everyone has a basic level of access to transportation. It enables individual and community access to essential goods and services, education, employment and recreation.

The agencies responsible for the delivery of our RAP within the Transport cluster include Transport for NSW (TfNSW), Sydney Trains, NSW TrainLink, State Transit Authority (STA) and Sydney Metro. Key private entities also operate in our network including ferry operators, private bus operators, light rail operators, metro operators and infrastructure contractors.

Greater Sydney - will integrate transport modes to deliver customer-centred services and infrastructure for the Sydney metropolitan area.

Chief Executives Sydney Trains, STA and Sydney Metro remain in their roles and respective agencies in the Greater Sydney division.

Regional and Outer Metropolitan - will focus on understanding the particular needs of regional communities across NSW and deliver customer-centred integrated transport services and infrastructure.

Customer Strategy and Technology - will develop long-term strategy across greater Sydney and regional areas and leverage new technology and insights to provide more integrated customer-centred solutions.

Infrastructure and Place - will deliver infrastructure solutions that create and connect great places and will be aligned to the new model.

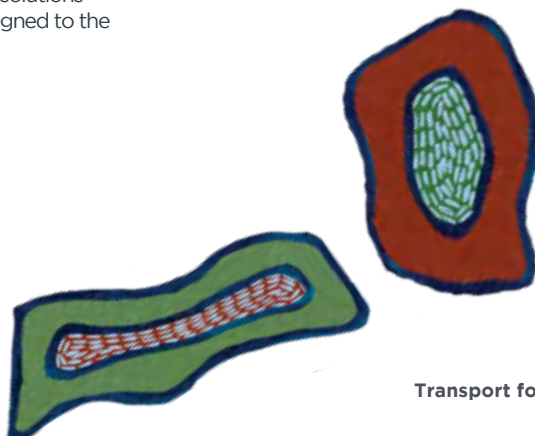
Corporate Services - will provide effective corporate services and be aligned to the new model.

People and Culture - ensures our people remain at the heart of our how we implement these changes.

Safety, Environment and Regulation - promotes through research, policy, standards, education, monitoring and enforcing, the safety of our customers, our community, our staff and our supply chains, sustainability outcomes and environmental compliance, appropriate asset standards relevant to all modes of transport and an outcomes based approach to regulatory activities.

Office of the Secretary - is responsible for providing timely expert executive and professional support to the Secretary, as well as providing a range of services including general business and Cabinet support, audit and risk, and Corporate Planning and reporting.

Point to Point Transport Commission - administers and enforces legislation relating to taxis, hire vehicles and ride share. Its remit includes managing licensing schemes, administering the passenger service levy and enforcing and recommending safety standards for the point to point industry to ensure safer services for people across NSW.



# Our RAP

This Innovate RAP has been developed to make a positive difference to Aboriginal and Torres Strait Islander peoples in areas such as employment, empowerment and economic development, and to enhance and develop the cultural understanding of our non-Indigenous workforce.

It is our intention to work closely with the Aboriginal and Torres Strait Islander communities in locations in which we operate to ensure our commitments and actions lead to meaningful and sustainable outcomes. The RAP initiatives will focus on opportunities for direct employment, business engagement and meaningful community engagement with Aboriginal and Torres Strait Islander peoples.

A RAP working group, referred to as the Reconciliation Advisory Committee (RAC) is made up of a diverse group of Aboriginal and Torres Strait Islander peoples and non-Indigenous Transport employees representing each of the agencies that make up the Transport cluster. The RAC is responsible for developing and monitoring the Transport cluster RAP. Each of the agencies has formed its own RAP Implementation Group, responsible for cascading the Transport cluster RAP into their own organisation and delivering against the cluster's actions and targets. Each member of the RAC and RAP Agency Implementation Groups has brought a diverse set of skills from both an operational and management perspective.



The Transport cluster RAC includes:

- **Rodd Staples** - Transport Secretary (Chair) (Transport for NSW)
- **Glenn Johnston** - Director of Procurement, Group Rail (Deputy Chair) (Transport for NSW)
- **Fiona McLean** - Senior Project Officer (Secretariat) (Transport for NSW)
- **Kirsten Watson** - Chief People Officer, People and Culture (Transport for NSW)
- **Kathy Baker** - Director, People Strategy (Transport for NSW)
- **Peta Margrie** - Acting Director, Social Policy (Transport for NSW)
- **Angela Webb** - Manager Aboriginal Employment Unit (Sydney and NSW Trains)
- **Robert Cameron** - Train Driver (NSW TrainLink)
- **Kristy Walsh** - Aboriginal Workforce Participation Advisor (Sydney Metro)
- **Kylie Stewart** - Manager, Aboriginal Employment (Roads and Maritime Services)
- **Mark Champley** - Associate Diversity and Inclusion, Learning & Development (Transport for NSW)
- **Scott Hoskin** - Bus Driver (State Transit Authority)

The Transport cluster RAP Champions are:

- **Johanna Hall** - People & Business Operations (Sydney Metro)
- **Fiona Trussell** - Acting Chief Transformation Officer (Roads and Maritime Services)
- **Mark Cox** - People & Culture (State Transit Authority)
- **Julie-Anne Tooth** - Director People & Change (NSW TrainLink)
- **David Callahan** - ED Project Planning (Sydney Trains)

The Transport cluster also has three Aboriginal Champions of Change:

- **Rachel Wheeler** - Acting Deputy Secretary, Customer Strategy and Technology (Transport for NSW)
- **Howard Collins** - Chief Executive (Sydney Trains)
- **Matt Fuller** - Acting Deputy Secretary, Regional and Outer Metropolitan (Transport for NSW)







# Our RAP Journey

At the June 2018 meeting of the Transport cluster Culture and People Committee (CPC), the development of a Reconciliation Action Plan (RAP) was endorsed. It was intended that this RAP would consolidate the actions arising from the Peak Body Forum from May 2018, as well as other initiatives across both employment and community activities. The Reconciliation Advisory Committee (RAC) has provided oversight of the development and delivery of the RAP, and will continue to monitor its implementation.

The Transport cluster's RAC met for the first time in December 2018 and meets monthly to drive our Reconciliation journey.

Whilst the Transport cluster is at the beginning of its RAP journey, we have had a long and ongoing commitment to Reconciliation across our organisation. We have had a focus on increasing our Aboriginal and Torres Strait Islander employee cohort by promoting apprenticeships across the areas in which our regional offices are located. We have acknowledged and celebrated National Reconciliation Week and NAIDOC Week annually, and we have had a strong focus on Aboriginal and Torres Strait Islander participation in construction through a range of Transport projects. We have also promoted road, bike and water safety to Aboriginal and Torres Strait Islander communities. And, we have demonstrated our genuine commitment to Reconciliation through significant projects such as Buses to Bourke, the Bark Canoe Project, and installing a Stolen Generations acknowledgement plaque at Central Station.



## CASE STUDIES

### Acknowledging the Stolen Generations

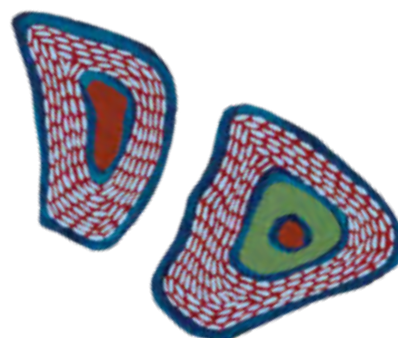
In December 2018, Sydney Trains handed over an official space at Central Station for the Cootamundra Girls Corporation - 'Coota Girls' - which includes heritage features, contemporary design and facilities to ensure they have a gathering place that meets their needs. The Aboriginal Employment Unit (AEU) Sydney Trains assisted handing this significant healing space over to the group.

The Coota Girls, are a group of Aboriginal women who were forcibly removed from their families and taken by train from Central Station to Cootamundra Aboriginal Girls Training Home. Central Station holds significant memories for these women and their descendants, and until now has represented a place of sadness and despair. The AEU worked closely with the Aboriginal community ensuring the consultation process was genuine and respectful for the affected women.

A particularly significant site at Central Station is Platform 1 where many of the Stolen Generations children started their painful journey of separation from family, community and culture. A memorial plaque was installed in June 2019 at Central Station as a public reminder to reflect on the past forcible removal practices and the ongoing impact this has. It is also intended as a platform from which to begin healing for the Stolen Generations and their descendants.

The inscription on the plaque reads *"Transport for NSW acknowledges Aboriginal and Torres Strait Islander children were forcibly removed from their families and communities due to past government policies and practices. These children are known as the Stolen Generations. Grafton Station is where many children departed after being separated from their families and communities to be sent to institutions throughout NSW. Some of these children never made it home, living their lives disconnected from their families and culture and not knowing their true heritage. This memorial is dedicated to the Stolen Generations and their descendants."*

In 2020 memorial plaques will be installed at other train stations identified by the Stolen Generations Organisations (SGOs) as sites of importance to them including Cootamundra, Bomaderry, Parramatta, Wagga Wagga, Mittagong, Yass and Berry. There are also plans to tell the SGOs' stories in the waiting room refurbishment on Platform 1, and a statue will be commissioned and erected at Central station in late 2019.





### The Aboriginal Bark Canoe Project

The Aboriginal Bark Canoe Project aims to promote diversity and inclusion, by engaging staff in learning traditional boat and rope-making techniques in partnership with communities, and encouraging more Aboriginal people to seek a career in the maritime sector. It is also about raising awareness of boating safety issues in Aboriginal communities, with Aboriginal people over-represented in boating and water injuries and fatalities.



In July 2018, a 3.5 metre canoe was built by Roads and Maritime and Inner City Community as a symbolic reminder and celebration of Aboriginal people's connection to the waterways of NSW.

Led by local Aboriginal people, the canoe was made by our employees using age-old methods of combining ochre with bark from the blue gum Stringybark tree, which was collected sustainably from Watalgan State Forest on the Central Coast.

The canoe now forms part of a permanent maritime display in Transport's Rozelle office foyer and has been installed in a purpose-built cradle among the other maritime artefacts. It holds its rightful place among the patrol boats, dry boat storage, super yachts and general hustle and bustle of one of Sydney's main maritime precincts.

The Aboriginal Engagement team plans to roll out the Aboriginal Bark Canoe Project in other regions and offices in NSW as part of a proactive engagement program to raise awareness of boating safety and licensing issues faced by Aboriginal communities.

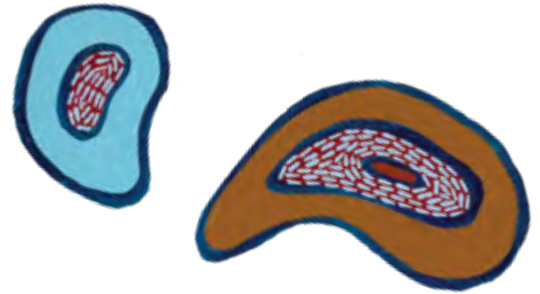
### Buses to Bourke

In early 2019 the Transport cluster joined forces with the Department of Primary Industries and the Department of Premier and Cabinet to deliver the Buses to Bourke (B2B) initiative, which will deliver community benefits now and into the future.

B2B involves repurposing a retired State Transit bus to take local workers in Bourke to and from the town's new \$60 million goat abattoir. This will be life-changing for the locals, many of whom are Aboriginal and Torres Strait Islanders keen to take up job opportunities at the abattoir, but who live up to 100 kilometres away with no access to safe transport to travel to and from work.

The set-up of the new services and local maintenance of the buses means over 150 new jobs have been created in the community, providing income for local families and offering a fresh start for many people.

Through B2B we have put our retired assets to good use, are providing new employment opportunities for locals, and we are providing a range of support services including suicide prevention and health and wellbeing which will benefit the entire community.



# Relationships



We know we will not succeed in meeting our commitments without building genuine relationships with the Aboriginal and Torres Strait Islander community both inside and outside of our organisation.

We are committed to engaging positively with Aboriginal and Torres Strait Islander peoples, and we will do this by working collaboratively and respectfully with our Aboriginal and Torres Strait Islander staff, Aboriginal Peak Bodies, and with the communities in which we operate.

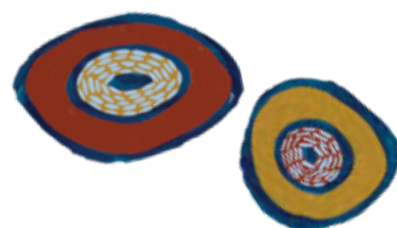
We will continue working with our key stakeholders to further build upon existing relationships, and we will seek to invest in new

partnerships to support our progress in delivering meaningful outcomes for Aboriginal and Torres Strait Islander peoples whilst delivering on our core business targets.

We are currently undertaking effective and positive engagement with communities across NSW, and we will proudly showcase and elevate the profile of this work at the local and state level. Where appropriate, we will replicate and scale these successful initiatives for integration across the Transport cluster in NSW.

## Focus area: Build and Strengthen Relationships

Action	Deliverable	Timeline	Responsibility
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.	January 2020	Deputy Secretary, Customer Strategy and Technology (TfNSW)
	b. Develop and implement a Transport cluster Community Engagement Framework to work with Aboriginal and Torres Strait Islander stakeholders, communities and organisations.	February 2020	Deputy Secretary, Customer Strategy and Technology (TfNSW)
2. Build relationships through celebrating National Reconciliation Week (NRW).	a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	b. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	c. Organise at least one NRW event each year and support teams to host a local event in their building to further promote reconciliation.	May 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	d. Register all our NRW events on <a href="#">Reconciliation Australia's NRW website</a> .	May 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	e. Develop an NRW Event Toolkit to empower each agency to mark and celebrate the annual NRW theme.	April 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	f. Publicly promote NRW on Transport cluster services through existing communication channels.	May 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	g. RAC Members to participate in an external NRW event.	May 2020, 2021	Chief People Officer, People and Culture (TfNSW)





Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	a. Develop and implement internal and external RAP Communications strategies.	September 2019	Deputy Secretary, Customer Strategy and Technology (TfNSW)
	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.	September 2020	Chief People Officer, People and Culture (TfNSW)
	c. Ensure each Transport cluster agency develops a RAP Implementation Plan.	September 2019	Transport Secretary (TfNSW) (Chair, RAC)
	d. Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes.	May 2020, 2021	Deputy Secretary, Customer Strategy and Technology (TfNSW)
	e. Collaborate with other like-minded organisations to develop ways to advance Reconciliation by sharing best practices and thought leadership.	May 2020, 2021	Transport Secretary (TfNSW) (Chair, RAC)
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.	December 2019	Chief People Officer, People and Culture (TfNSW)
	b. Educate senior leaders on the effects of racism.	July 2020	Chief People Officer, People and Culture (TfNSW)
	c. Implement and communicate our current NSW anti-discrimination requirements.	January 2020	Chief People Officer, People and Culture (TfNSW)



# Respect



Transport cluster acknowledges that mutual respect is critical to building positive and sustainable partnerships. We will build trust and respect within our organisation and with the communities through building the capacity of our staff to proactively engage positively and effectively with Aboriginal and Torres Strait Islander peoples.

Respect for Aboriginal and Torres Strait Islander peoples and cultures is both an acknowledgement of the past and a celebration of the world's oldest living culture based on innovation, caring for country and a collaborative approach to community and well-being.

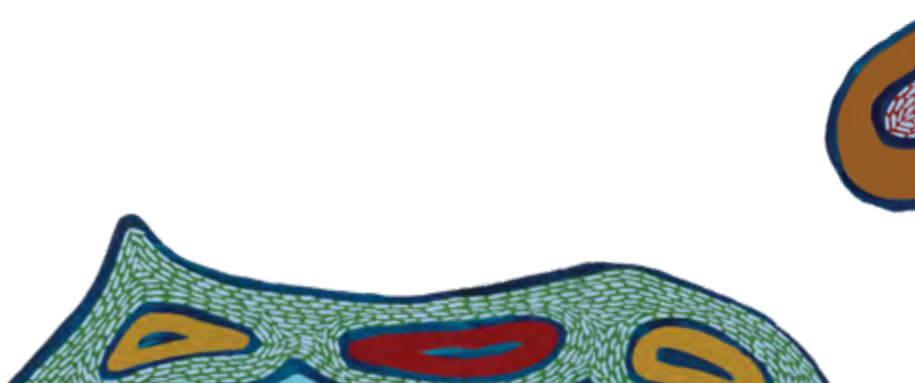
We are well positioned to celebrate Aboriginal and Torres Strait Islander cultures and inform our customers through multiple points of engagement across our network. We will continue to

celebrate important events such as National Reconciliation Week and NAIDOC Week, and we will encourage our staff, both Aboriginal and Torres Strait Islander employees and non-Indigenous employees, to participate.

We acknowledge the role that the NSW transport system played in contributing to the Stolen Generations by transporting forcibly removed children on the railway lines and by roads. We acknowledge the deep and lasting impact of the traumas associated with the Stolen Generations and we understand that in order for the foundations of healing to be laid we have a responsibility to engage in genuine Truth Telling. We will address this by implementing a cultural learning framework and by providing opportunities for our staff to engage with other Aboriginal and Torres Strait Islander programs, events and experiences throughout each year.

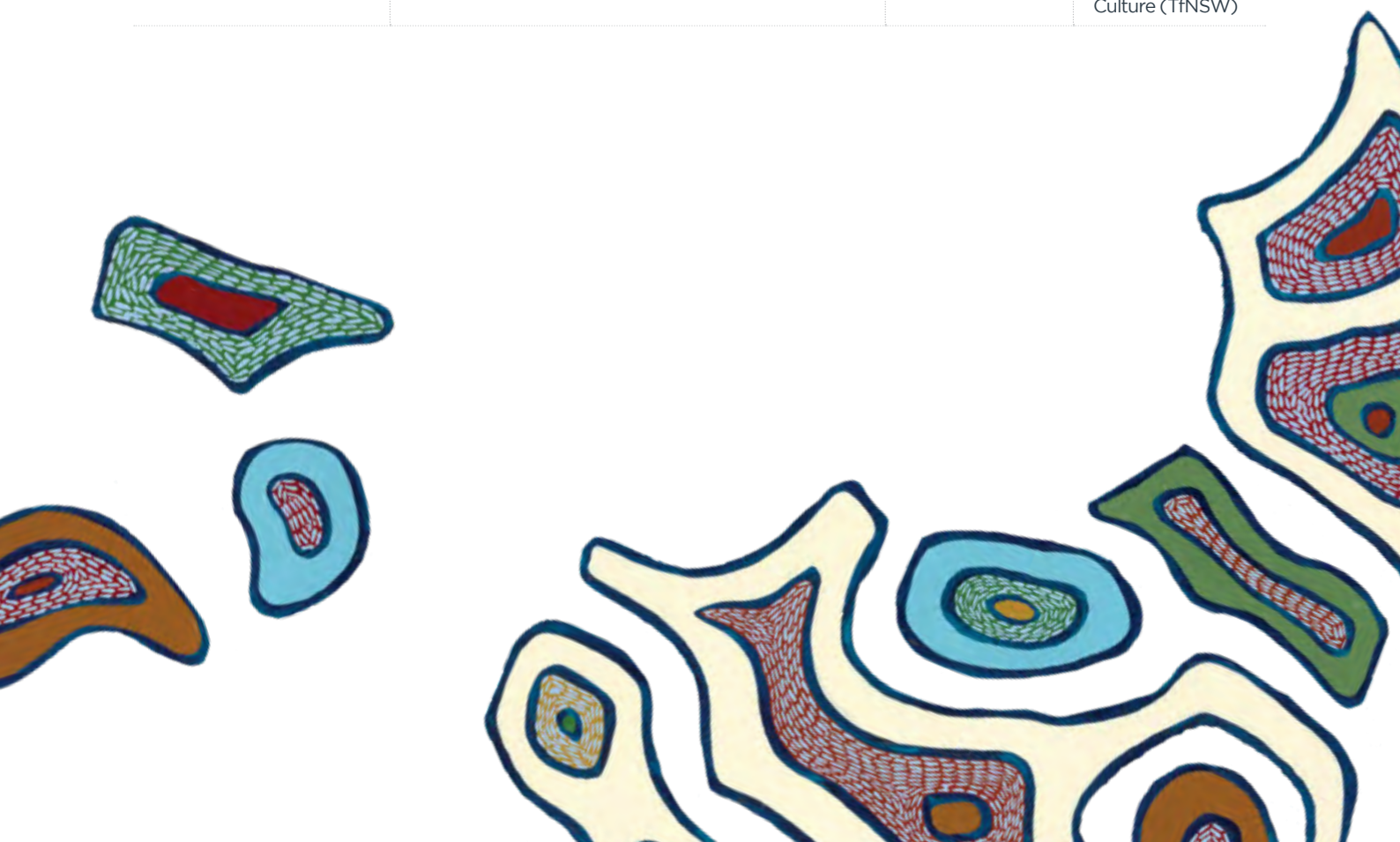
## Focus area: Respect and Celebrate Culture

Action	Deliverable	Timeline	Responsibility
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.	July 2020	Chief People Officer, People and Culture (TfNSW)
	b. Develop, implement and communicate a Cultural Learning Strategy for our staff.	July 2020	Chief People Officer, People and Culture (TfNSW)
	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.	September 2019, 2020	Chief People Officer, People and Culture (TfNSW)
	d. Provide opportunities for our RAC members, HR Managers and other key leadership staff to participate in formal and structured Cultural Education.	March 2020	Chief People Officer, People and Culture (TfNSW)
	e. Ensure all new starter employees of Transport cluster complete Cultural Education delivered by a number of modes including face to face and eLearning	July 2021	Chief People Officer, People and Culture (TfNSW)
	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.	October 2019	Transport Secretary (TfNSW) (Chair, RAC)





Action	Deliverable	Timeline	Responsibility
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.	February 2020	Chief People Officer, People and Culture (TfNSW)
	b. Increase staff understanding of the purpose and significance behind cultural protocols.	February 2020	Chief People Officer, People and Culture (TfNSW)
	c. Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events each year.	July 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	d. Include an Acknowledgement of Country at the commencement of meetings.	July 2020	Chief People Officer, People and Culture (TfNSW)
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.	December 2019	Chief People Officer, People and Culture (TfNSW)
	b. In consultation with Aboriginal and Torres Strait Islander staff, hold an annual Transport cluster-wide NAIDOC Week event.	July 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	c. RAC to participate in an external NAIDOC week event.	July 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	d. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	January 2020, 2021	Chief People Officer, People and Culture (TfNSW)
	e. Promote and encourage participation in external NAIDOC Week events to all staff.	July 2020, 2021	Chief People Officer, People and Culture (TfNSW)



# Opportunities



The Transport cluster currently employs over 29,000 staff and 9,000 contractors across NSW and procures over \$13 billion worth of goods, services and infrastructure each year. Economic participation through employment and business creates real change within any community and we are committed to providing a platform of inclusion across these areas.

We will create opportunities to further support Aboriginal and Torres Strait Islander peoples to access employment pathways and business opportunities, and within the Transport cluster more broadly.

The Aboriginal and Torres Strait Islander business sector continues to mature, and we will focus on our ability to influence our supply chains to contract with Aboriginal and Torres Strait Islander enterprises.

The NSW government has now mandated Aboriginal business engagement through the Aboriginal Participation in Construction (APIC) Policy and the Aboriginal Procurement Policy (APP). We will leverage these policies to continue to build strong relationships with Aboriginal and Torres Strait Islander businesses and to provide meaningful contract opportunities.

Over the next two years, we will also focus on engaging with our Aboriginal and Torres Strait Islander workforce to enhance the employee experience to ensure we develop, retain and build on our strong cohort of Aboriginal and Torres Strait Islander employees.

## Focus area: Employment and Career Development

Action	Deliverable	Timeline	Responsibility
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.	September 2019, 2020	Chief People Officer, People and Culture (TfNSW)
	b. Develop an employee value proposition for existing Aboriginal and Torres Strait Islander staff, new starters and candidates.	January 2020	Chief People Officer, People and Culture (TfNSW)
	c. Engage Aboriginal and Torres Strait Islander staff and partner organisations to form an Aboriginal and Torres Strait Islander Employment, Engagement and Development Strategy.	February 2020	Chief People Officer, People and Culture (TfNSW)
	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.	June 2020	Chief People Officer, People and Culture (TfNSW)
	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.	May 2020	Chief People Officer, People and Culture (TfNSW)
	f. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2020	Chief People Officer, People and Culture (TfNSW)
	g. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2020	Chief People Officer, People and Culture (TfNSW)
	h. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2020	Chief People Officer, People and Culture (TfNSW)
	i. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	July 2020	Chief People Officer, People and Culture (TfNSW)



Action	Deliverable	Timeline	Responsibility
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).	December 2019	Deputy Secretary, Corporate Services (TfNSW)
	b. Maintain Supply Nation and/or Indigenous Chamber of Commerce membership.	May 2020, 2021	Deputy Secretary, Corporate Services (TfNSW)
	c. Develop and communicate opportunities for procurement and engagement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2020, 2021	Deputy Secretary, Corporate Services (TfNSW)
	d. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2020, 2021	Deputy Secretary, Corporate Services (TfNSW)
	e. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses through implementing the Aboriginal Procurement Policy and Aboriginal Participation in Construction Policy across the cluster and broader network.	July 2020, 2021	Deputy Secretary, Corporate Services (TfNSW)
10. Promote respect for Aboriginal heritage and increase inclusion of Aboriginal art.	a. Develop and implement a Transport Cluster Aboriginal Art Strategy.	December 2019	Deputy Secretary, Customer Strategy and Technology (TfNSW)
	b. Develop a Cultural Heritage Consultation Framework for all Transport cluster works.	March 2020	Deputy Secretary, Infrastructure & Place (TfNSW)
	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.	December 2020	Deputy Secretary, Infrastructure & Place (TfNSW)
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.	March 2020	Deputy Secretary, Infrastructure & Place (TfNSW)



# Governance

Action	Deliverable	Timeline	Responsibility
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%.	September 2019, 2020	Transport Secretary (TfNSW) (Chair, RAC)
	b. Annually review and update the RAC Terms of Reference.	September 2019, 2020	Transport Secretary (TfNSW) (Chair, RAC)
	c. Meet at least four times per year to drive and monitor RAP implementation.	September, January, April, July 2019, 2020, 2021	Transport Secretary (TfNSW) (Chair, RAC)
13. Provide appropriate support for effective implementation of RAP commitments.	a. Annually review resource needs for RAP Governance and implementation.	September 2019, 2020	Transport Secretary (TfNSW) (Chair, RAC)
	b. Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2019	Chief People Officer, People and Culture (TfNSW)
	c. Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2020	Transport Secretary (TfNSW) (Chair, RAC)
	d. Appoint and maintain an internal RAP Champion from senior management.	September 2019	Deputy Secretary, Corporate Services (TfNSW)
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.	September 2019, 2020	Transport Secretary (TfNSW) (Chair, RAC)
	b. Report RAP progress to all staff and senior leaders quarterly.	September, January, April, July 2019, 2020, 2021	Transport Secretary (TfNSW) (Chair, RAC)
	c. Develop and Implement a Reconciliation KPI for the Executive Team.	December 2019	Transport Secretary (TfNSW) (Chair, RAC)
	d. Hold an annual Reconciliation Workshop Forum with key stakeholders to review RAP performance and collate feedback.	June 2020, 2021	Transport Secretary (TfNSW) (Chair, RAC)
	e. Publically report our RAP achievements, challenges and learnings annually.	September 2020	Transport Secretary (TfNSW) (Chair, RAC)
	f. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Transport Secretary (TfNSW) (Chair, RAC)
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.	January 2021	Transport Secretary (TfNSW) (Chair, RAC)











## Contact details

Name: Fiona McLean

Position: Senior Project Officer, Diversity and Inclusion People Strategy

Phone: 0468 589 471

Email: [fiona.mclean@transport.nsw.gov.au](mailto:fiona.mclean@transport.nsw.gov.au)

Art

Frances Belle Parker

Design

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