

October 2022 –  
September 2025

Transport for NSW

# Reconciliation Action Plan





# Artwork & Design



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

As we move to our second Reconciliation Action Plan, we have retained 'Our Songlines are Calling' as our RAP artwork, with the kind permission of the artist Frances Belle Parker (Yaegl).

## 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 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.

## Designer Concept

Balarinji 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 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 Redfern Station refresh, Pacific Highway public art conceptualisation, the Rail Operations Centre (ROC) and a noise wall for Burnt Bridge Creek Deviation at Balgowlah.

## Terminology

All references to Aboriginal Peoples and Communities referred to in this document are intended to respectfully incorporate Aboriginal and Torres Strait Islander Peoples and Communities.

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# Secretary's Message



At Transport, we are deeply committed to reconciliation as we work towards a more equal and respectful future for Aboriginal and Torres Strait Islander peoples and communities.

Over the past three years, we have utilised our 'Innovate' Reconciliation Action Plan (RAP) as a platform for learning from and engaging with community. Our key focus for Transport's 'Stretch' RAP 2022-25, which I am pleased to introduce, will be to achieve greater alignment across Transport –and across government –and ensure this is reflected in our work with community.

Our Stretch RAP builds on the progress we've made to date by further embedding our RAP focus areas to become business as usual and moves our focus onto long-term strategies that support government commitments, and continuous improvements for Aboriginal and Torres Strait Islander employment, increasing Aboriginal and Torres Strait Islander procurement, and community engagement opportunities.

I am proud of how far we have come, but there is still much more we need to do.

By continuing to recognise and celebrate our diversity we will become a better organisation that truly represents the communities and customers we serve, to achieve our vision of making NSW a better place to live, work and visit.

We are one Transport, and I have great confidence we will continue to see positive outcomes by working together on our journey towards reconciliation.

**Rob Sharp**

**Secretary  
Transport for NSW**

# Stretch RAP CEO Statement

On behalf of Reconciliation Australia, I congratulate Transport for NSW on its first Stretch Reconciliation Action Plan (RAP).



Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations to realise the critical role they can play in driving reconciliation across their work and areas of expertise. With more than 29,000 employees and 9000 contractors, Transport for NSW has a mandate to connect people and communities and to make journeys safer, easier, and more reliable. Through its considerable reach, Transport for NSW is well placed to drive reconciliation outcomes across NSW.

This Stretch RAP is built upon Transport for NSW's learnings and achievements since commencing its formal reconciliation journey. This has included supporting the Aboriginal Maritime charity Tribal

Warrior with a gift of one of Sydney's oldest ferries, together with a \$300,000 grant. The Lady Northcott ferry will be used to provide Aboriginal youth with specialised training programs while operating as a tourism training and charter boat on Sydney Harbour.

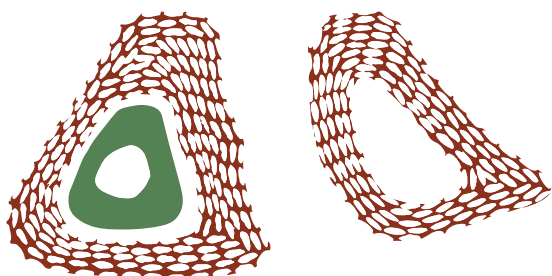
Other highlights have included the development of the NSW Government's inaugural Aboriginal Maritime Safety Plan 2020-22 which was developed with the Aboriginal community to improve the safety of NSW waterways. Transport for NSW has also recognised the potential for reconciliation initiatives through its extensive collection of mobile and fixed assets that can be enriched with culturally relevant designs. This includes the Bluff Point Ferry project which involved a visual upgrade of a prominent ferry in Lawrence. For this project, Transport for NSW engaged with local based Aboriginal artists and communities to create artworks that are reflective of the environment and respectful of the lands and peoples in which the asset operates.

With these learnings, Transport for NSW has built solid foundations upon which to expand and embed its commitments in this Stretch RAP. Exciting new initiatives include convening the inaugural Transport Reconciliation Think Tank to tackle complex community challenges, undertaking targeted surveys of Aboriginal customers to better understand usage patterns and improve services, and updating Transport for NSW's urban design guidelines to reflect Aboriginal place-making and community centred initiatives. Transport for NSW has also committed to double Aboriginal employee leadership representation, to develop a governing body to provide advice about Aboriginal art proposals, and to host a community forum to promote a dialogue of truth telling, healing and reconciliation.

Through these initiatives, Transport for NSW has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Transport for NSW on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**

*Chief Executive Officer*  
Reconciliation Australia



# Our vision for Reconciliation

Where we are headed

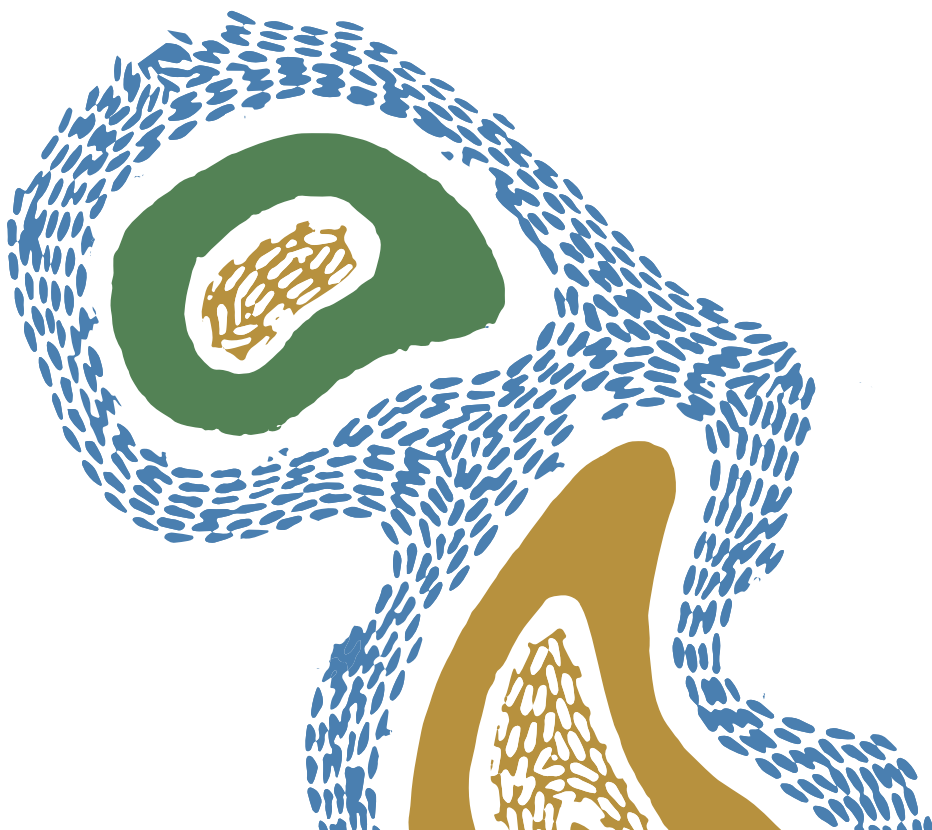
Transport for NSW recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, and acknowledges their continuing spiritual, cultural, social, and economic connection to our lands and waters.

We envision our State and Country as one where relationships between all Australians are based on trust and respect; where cultures are embraced and embedded in our ways of working, where communities are engaged and listened to, and where everyone has equitable access to employment and participation in the economy of New South Wales.

We will contribute to this vision by embedding reconciliation across Transport, increasing our cultural capabilities, and leveraging our scale as a large NSW Government agency to support economic empowerment through employment and engaging Aboriginal and Torres Strait Islander businesses to deliver transport services to the people of NSW.

In the creation of our transport infrastructure and networks, we will recognise and value the importance of connecting to country and we will commit to incorporating local Aboriginal and Torres Strait Islander knowledge, cultures, art, and heritage into the places we create.

We will work collaboratively with Aboriginal and Torres Strait Islander peoples within our organisation and the communities we serve to amplify their voices and seek their knowledge and wisdom to guide us through our pathway to reconciliation.



# Our Business

## Who we are

Transport is more than getting people and goods from A to B. We're making New South Wales a better place to live, work and visit by connecting people and communities and making journeys safer, easier, and more reliable.

Across the State, Transport has more than 29,000 employees and 9000 contractors. We currently employ more than 700 Aboriginal and Torres Strait Islander peoples in a range of different roles across more than 300 sites. This equates to 2.6% non-executive, 0.08% senior executive, a total of 3.4% of total number of employees. Our operating model shows how we integrate and support one another to deliver our priority outcomes, including the implementation of our RAP. Being clear on how we work together to deliver value to our customers and the community is really important. Our operating model is brought to life by our ways of working and a shared understanding of how we lead to create better outcomes by collaborating more broadly and flexibly across divisions, functions, and geographies.

Our model of 'clients' and 'delivery partners' helps us to work better together by focussing us on delivering the needs of our customers, our Future Transport Strategy, our 10-year Blueprint and our Strategy on a Page.

Across Transport, we work in partnership with Aboriginal and Torres Strait Islander communities to respect and respond to the culture and stories embedded within the Country we work on in NSW. This includes the opportunities for the interpretation of Aboriginal and Torres Strait Islander cultures that are presented in our placemaking, with Aboriginal and Torres Strait Islander heritage explored throughout our design and implementation.

## Transport for NSW

Together for the customer and the community

- Enabling
- Delivery
- Customer
- Regulation
- Independent entities



## Our divisions

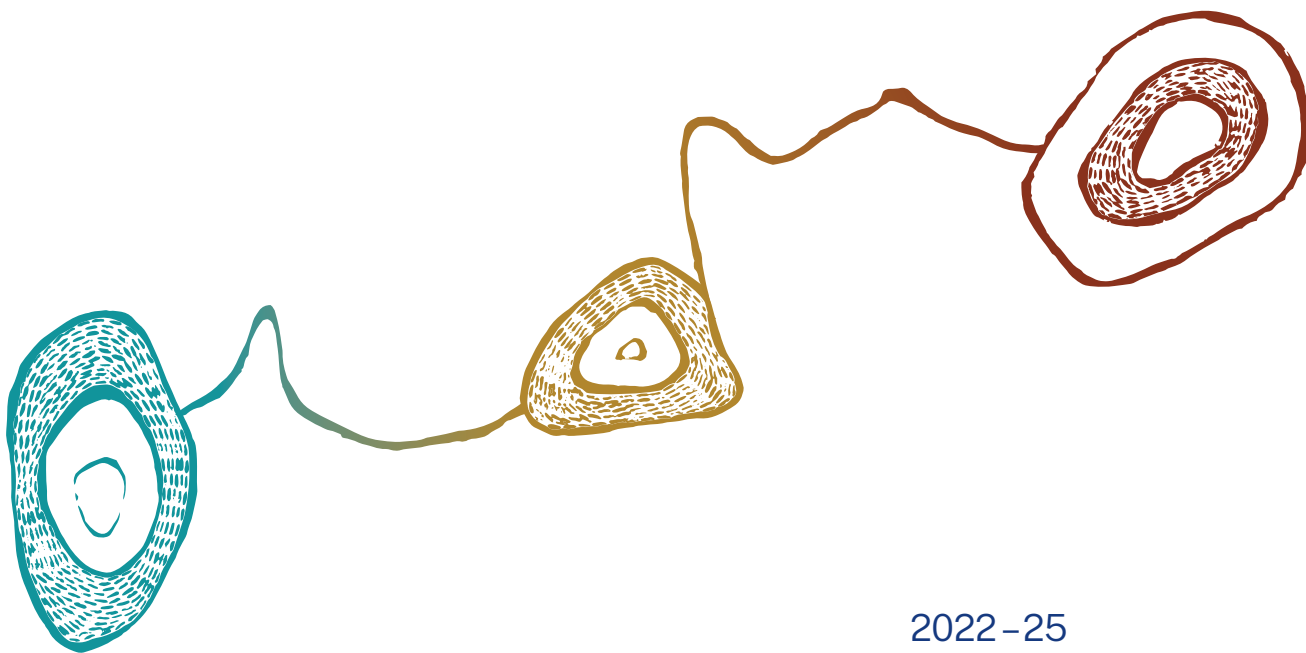
- Cities and Active Transport ●●
- Corporate Services ●
- Customer Strategy and Technology ●●
- Finance and Investment ●
- Greater Sydney Sydney Trains ●
- Infrastructure and Place ●
- Office of the Secretary ●
- People and Culture ●
- Regional and Outer Metropolitan NSW Trainlink ●
- Safety, Environment and Regulation ●●
- Sydney Metro ●●

## Independent entities

- Office of Transport Safety Investigations ●
- Point to Point Transport Commission ●
- Port Authority of NSW ●
- Transport Asset Holding Entry ●

# Our Reconciliation Journey

Where we are up to



## Pre-2018

### Getting to the start line

Prior to a formal RAP being in place, Transport made significant contributions to reconciliation through everyday operations, including by supporting the NSW Government in its commitments under Closing the Gap initiatives and Premier's Priorities.

The Transport cluster was created, bringing together several NSW Transport agencies and the need for a unified approach to reconciliation.

## 2019–21

### Innovate RAP

Our first Innovate RAP provided organisation-wide visibility to our actions and relationships with Aboriginal and Torres Strait Islander people.

The Reconciliation Steering Committee was convened, and a RAP team was formed.

Co-designed five frameworks to consolidate the substantial work already underway across the organisation.

## 2022–25

### Stretch RAP

We adopted a three-year term for this Stretch RAP to embed our frameworks and deepen our commitment.

Reviewed our governance model to allow for greater collaboration and connection to drive outcomes.

Committed to new targets for cultural competency, procurement, and employment.

# Our RAP Community

## Working together

This Stretch RAP has been developed to build on the achievements of our Innovate RAP. It aims to make a positive difference for Aboriginal and Torres Strait Islander peoples through employment, empowerment, and economic development, and to enhance and develop the cultural understanding of our workforce.

It is our intention to continue working closely with Aboriginal and Torres Strait Islander communities across New South Wales to ensure our commitments and actions lead to meaningful and sustainable outcomes.

For our Transport RAP to be successful, we have redesigned our governance framework including the steering committee structure to deepen the engagement across our organisation and establish clear objectives, measures, and accountability.

This ensures we engage with the right people at the right stage to develop and implement our RAP objectives and contribute towards positive outcomes for the people of Transport and the state of New South Wales.

The Secretary is the overarching Transport RAP Champion, ensuring that we reflect the importance of the RAP within and across the divisions of the Transport Cluster.

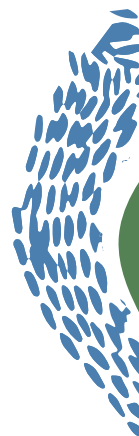
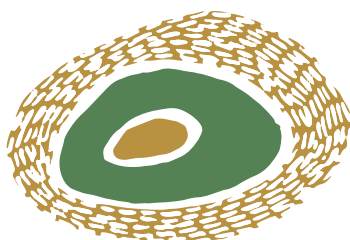
Our RAP is governed by the Reconciliation Steering Committee (RSC) and is formed to provide representation of Aboriginal and Torres Strait Islander employees via the RAP Team and the broader organisational delivery via Divisional Executive Sponsors.

Our Reconciliation Steering Committee (RSC) meets bi-monthly to discuss the strategic direction of the RAP and drive accountability of progress against our commitments. The committee is formed of Divisional Executive Sponsors from across the business and is chaired by the Transport Chief People Officer.

We will embed the RAP into our enterprise-wide strategic planning processes and ensure each Implementation Lead is accountable to the Chief People Officer of Transport for NSW as Chair of the Reconciliation Steering Committee (RSC).

Members of the Reconciliation Steering Committee and Divisional Implementation Working Groups bring diverse skillsets and knowledge base from both an operational and strategic perspective of the business. Aboriginal and Torres Strait Islander representation will present at each level of governance.

Divisions will identify suitable RAP Implementation leads, responsible for divisional oversight and leadership of RAP deliverables and engaging the Divisional Implementation Working Groups. These leads will report into Divisional Executive Sponsors who will represent and report on divisional progress as members of the Reconciliation Steering Committee.



## Reporting

The below table outlines our RAP reporting commitments each year to and for the various stakeholders, including Reconciliation Australia.

Deliverable	Timeline	Responsibility (lead)
Reconciliation Steering Committee	Bi-monthly	Divisional Executive Sponsors
Divisional Implementation Reporting	Monthly	Divisional Implementation Lead
Transport Mid-Year Reporting	July	RAP team
Transport End-of-Year Reporting	December	RAP team
Transport Annual Report	July	Communications team
Transport Annual Sustainability Report	June	Communications team
Reconciliation Australia Impact Measurement Questionnaire (external)	September	RAP team



# Our RAP Community

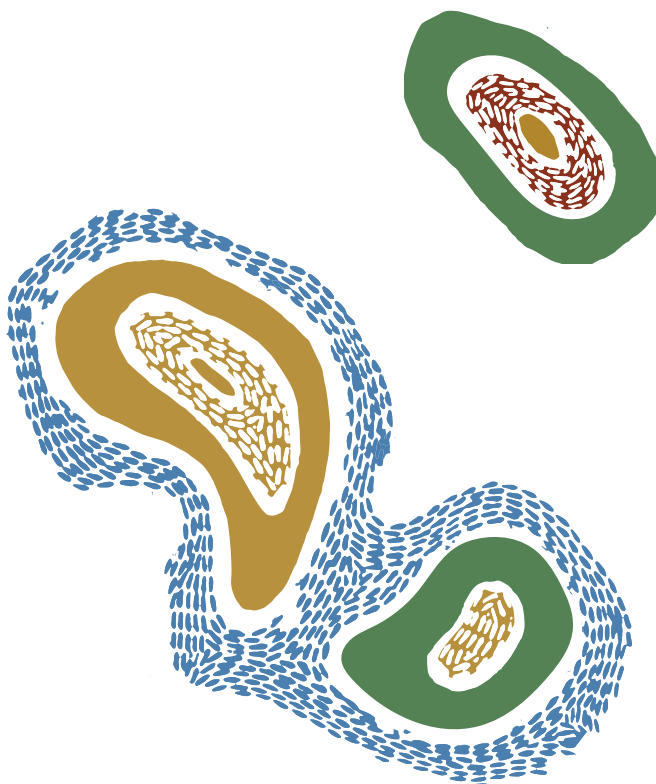
Working together

## Transport's Reconciliation Steering Committee

- **Tracey Taylor** – Chief People Officer, People & Culture (Chair)
- **Di Kapera** – Senior Manager, Reconciliation Action Plan, People and Culture (Aboriginal)
- **Glen Duncan** – Manager, RAP Programs Implementation, Reconciliation Action Plan, People and Culture (Aboriginal)
- **Thomas Kelly** – Senior Project Officer, Reconciliation Action Plan, People and Culture (Aboriginal)
- **Fiona McLean** – Manager, RAP Programs Engagement, Reconciliation Action Plan, People & Culture (Aboriginal)
- **Kathy Baker** – Executive Director, People Experience, People & Culture
- **Howard Collins** – Chief Operations Officer, Greater Sydney
- **Ed Debenham** – Executive Director, Customer, Strategy and Technology
- **Gillian Geraghty** – Head of Regional Project Delivery, Infrastructure & Place
- **Tom Grosskopf** – Executive Director, Network & Assets, Regional & Outer Metropolitan
- **Johanna Hall** – Executive Director, Corporate Services, Sydney Metro
- **John Hardwick** – Executive Director, Management, Safety, Regulation & Environment
- **Sally Webb** – Group General Counsel, Corporate Services
- **Kiersten Fishburn** – Deputy Secretary, Cities and Active Transport
- **Jim Modrouvanos** – NSW Commissioner Point to Point. Point to Point Transport Commission
- **Luke Fitzgerald** – Senior Manager, Office of the Secretary



We will continually engage and consult with our Aboriginal and Torres Strait Islander employees throughout the life of this RAP, including formal and informal contributions to the work outlined in the RAP and the collective voice of our Aboriginal Employee Network.



# Case Study

## Lady Northcott

In 2021, Transport for NSW gifted one of Sydney's oldest ferries to the Aboriginal Maritime charity Tribal Warrior, along with a \$300,000 grant to help give the vessel a new lease of life.

The Lady Northcott ferry will be used to provide Aboriginal and Torres Strait Islander youth with specialised training programs while operating as a tourism training and charter boat on Sydney Harbour; this in turn will generate career opportunities and maritime experience for many young Aboriginal and Torres Strait people.

Transport for NSW will provide a berthing site for the vessel on Sydney Harbour for the next three years.

As a result, Tribal Warrior will be able to expand and lift its profile in the maritime industry and tourism sector. The vessel will become a vehicle to build greater understanding of Aboriginal and Torres Strait Islander cultures, histories and reconciliation.

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



## About Tribal Warrior Aboriginal Corporation

Since its inception in 1998, Tribal Warrior has trained over 5000 people in the maritime & hospitality industry and created a youth mentoring program that has positively impacted our community in many ways and enabled a self-empowerment strategy for troubled youth.

# Case Study

## Aboriginal Maritime Safety Plan

Our waterways connect Aboriginal and Torres Strait Islander people to their families, history and culture and are used for economic and social purposes. We recognise the Aboriginal and Torres Strait Islander 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 and Torres Strait Islander people.

The NSW Government's inaugural Aboriginal Maritime Safety Plan 2020-22 supports the vision of Transport's Reconciliation Action Plan 2019-2021, particularly the building and strengthening of relationships and respecting and celebrating culture. The safety plan was developed with the Aboriginal and Torres Strait Islander community, for the community, to identify opportunities to change behaviours and help reduce fatalities and serious injuries involving Aboriginal and Torres Strait Islander people on NSW waterways.

It also seeks to contribute to improved cultural, educational and employment outcomes for Aboriginal and Torres Strait Islander people. Core principles of the strategy are to:

- increase engagement with Aboriginal people in the NSW Government's safe systems approach to waterway safety, and
- increase the participation of Aboriginal and Torres Strait Islander people in the maritime economy using a pathway of engagement through boating safety.



# Our RAP

## Lessons and Consultation Process



Our inaugural Reconciliation Action Plan, Transport's Innovate RAP, demonstrated our commitment to working towards reconciliation both within Transport and in communities across NSW. It was developed to make a positive difference for Aboriginal and Torres Strait Islander peoples in three significant areas – relationships, respect, and opportunities.

Our Innovate RAP laid the foundations of enhanced symbolism across our business, our assets, and the communities we serve across New South Wales. This symbolism was paired with strong foundational frameworks to positively drive employment, empowerment, and economic development, and to enhance and develop greater cultural understanding.

In this Stretch RAP, we shift the role of the RAP team from being the centre of the implementation to the role of providing support, advice, and influence for implementation across the Transport cluster. This shift in the ownership and accountability aims to ensure this work sits within the business itself and is incorporated into the business strategy for the cluster.

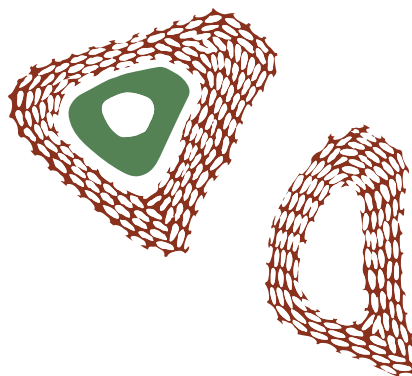
We have allocated the role of chair of the Reconciliation Steering Committee to the Chief People Officer to allow for the appropriate escalation processes to the Secretary to further enhance accountability in the Stretch RAP.

Transport is developing an Aboriginal Outcomes Framework, which will be directly sponsored by the Secretary, and will encompass the RAP. The Aboriginal Outcomes Framework will monitor and report progress against output efforts by the Transport cluster as well as the broader outcomes for Aboriginal and Torres Strait Islander peoples and communities.

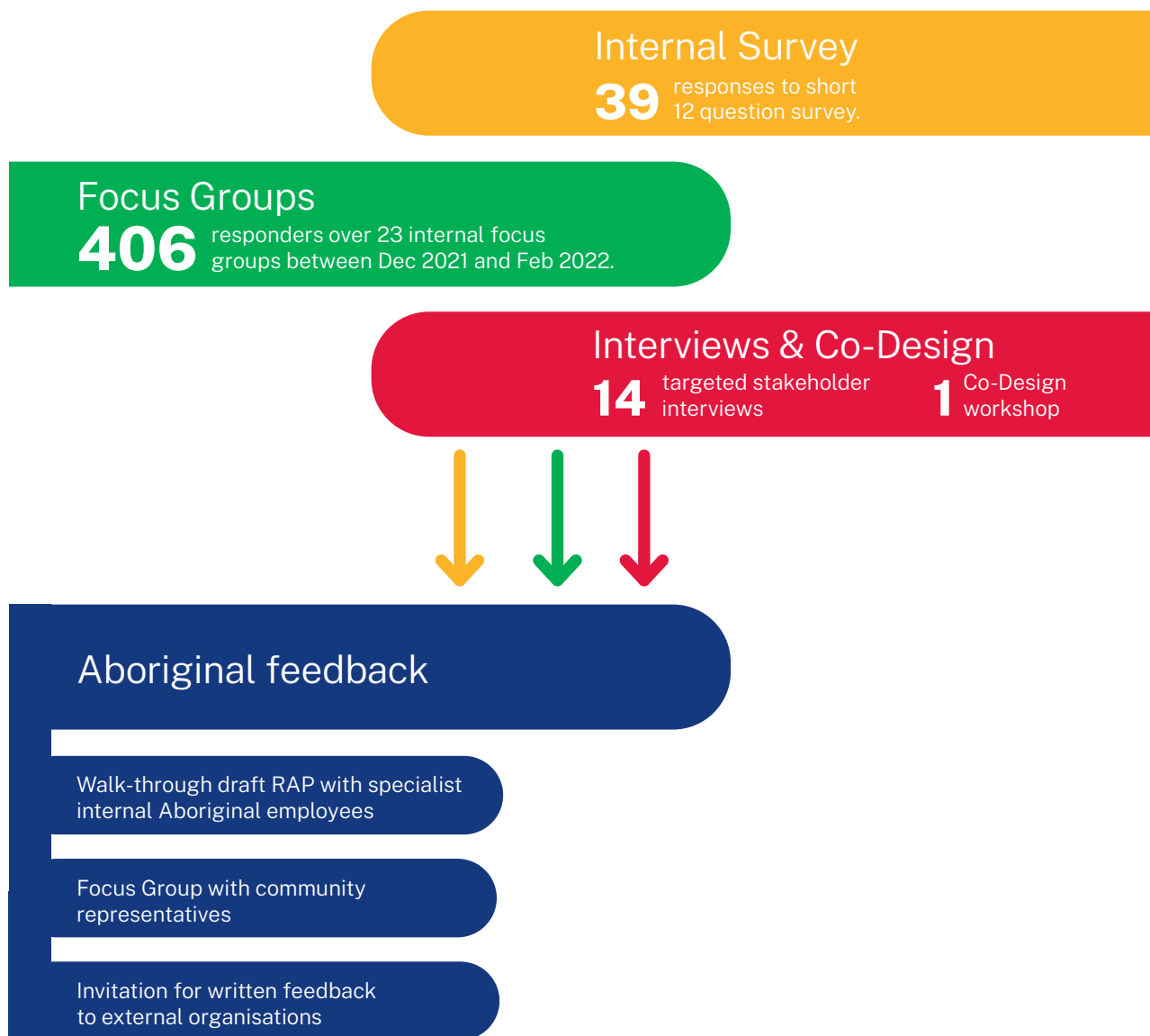
A four-stage consultation process was undertaken to inform the development of the Stretch RAP. This included:

- internal employee survey,
- internal focus groups - 23 groups with 406 participants,
- internal Co-design workshop with supporting participant interviews,
- targeted Aboriginal feedback including internal and external focus groups and written feedback.

Feedback obtained through the consultation process was reviewed and considered and provided guidance on the development of the deliverables within the Stretch RAP.



# Consultation Summary



‘Our Stretch RAP builds on the progress we’ve made to date by further embedding our RAP focus areas to become business as usual and moves our focus onto long-term strategies that support government commitments, and continuous improvements for Aboriginal and Torres Strait Islander employment, increasing Aboriginal and Torres Strait Islander procurement, and community engagement opportunities.’

Transport for NSW Secretary, Rob Sharp

# RAP Commitments

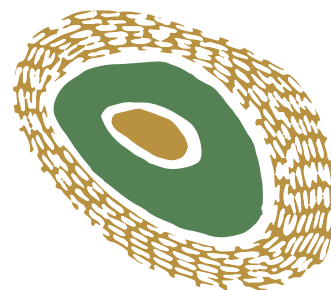


## Relationships

We commit to creating, building, and sustaining genuine and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples within our organisation and the communities we serve. We will engage with organisations and communities across New South Wales to continuously improve and innovate to deliver our reconciliation commitments.



Action	Deliverable	Timeline	Responsibility (Lead)
1. Establish and maintain relationships with Aboriginal stakeholders and organisations.	a. Implement principles and a framework for Aboriginal and Torres Strait Islander Engagement within Transport.	February 2023	<b>Lead:</b> Director, Aboriginal Engagement <b>Support:</b> RAP Team, Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, Sydney Metro.
	b. Meet with local Aboriginal and Torres Strait Islander stakeholders including local decision makers, peak bodies, businesses, and organisations to continuously improve guiding principles for partnership and engagement.	February 2023	<b>Lead:</b> Director, Aboriginal Engagement <b>Support:</b> RAP Team, Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, Sydney Metro.
	c. Establish and maintain three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	December 2022, 2023, 2024	<b>Lead:</b> Director, Aboriginal Engagement <b>Support:</b> RAP Team, Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, Sydney Metro.
	d. Develop, implement, and monitor a coordinated organisation-wide approach to engagement with Aboriginal and Torres Strait Islander organisations.	December 2023	<b>Lead:</b> Executive Director, Customer Strategy & Experience <b>Support:</b> People and Culture and Customer Strategy and Technology.
	e. Improve and enhance existing relationships through the development of an engagement strategy detailing practical strategies and mandatory engagement processes between Transport and Aboriginal and Torres Strait Islander communities across NSW, consulting on how Transport's infrastructure projects and other programs can benefit Aboriginal and Torres Strait Islander communities for broader social and economic outcomes.	February 2023, 2024, 2025	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> All divisions.
	f. Map stakeholders Transport is currently working with, include listing organisations that we are yet to engage with and utilise a Client Management System (CMS) to update frequency and detail of engagements. This includes the nature of the engagement with the organisation including any financial and procurement activity.	June 2023	<b>Lead:</b> Senior Manager, Office of the Secretary <b>Support:</b> All divisions



## Relationships Cont.

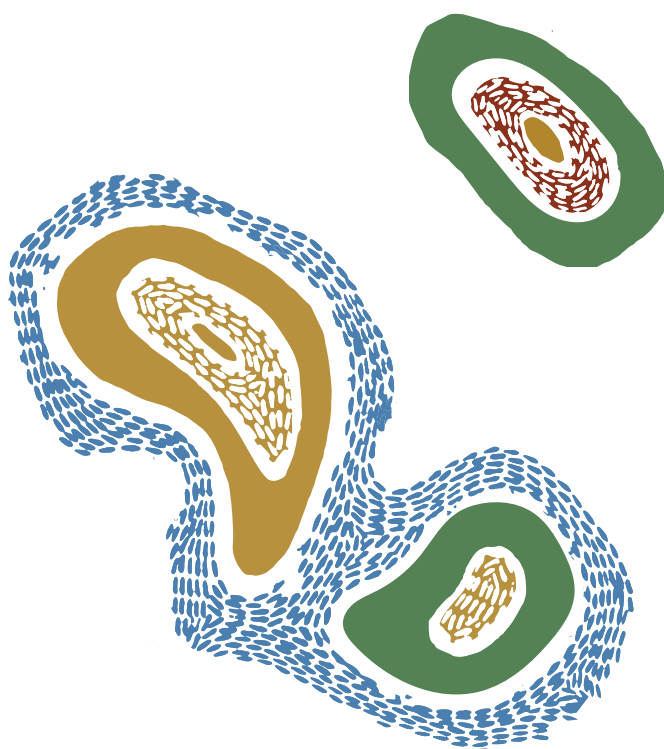
Action	Deliverable	Timeline	Responsibility (lead)
2. Build relationships through celebrating National Reconciliation Week.	a. Reconciliation Steering Committee members to commit to attending at least 2 external National Reconciliation Week events and promote the Transport RAP. Share engagement with team/division and across Transport's communication channels.	27 May-3 June, 2023 2024 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> Reconciliation Steering Committee, RAP Team.
	b. Reconciliation Steering Committee to encourage and support employees and senior leaders to participate in a minimum of one external event to recognise and celebrate National Reconciliation Week.	27 May-3 June, 2023 2024 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> Reconciliation Steering Committee, RAP Team.
	c. Every division to hold at least one National Reconciliation Week activity that: <ul style="list-style-type: none"> <li>includes Transport employees and key stakeholders (contractors and Aboriginal and Torres Strait Islander Community stakeholders where suitable)</li> <li>promotes Transport's Reconciliation Action Plan.</li> <li>highlights how their respective division is contributing towards Transport's RAP.</li> </ul>	27 May-3 June, 2023 2024 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	d. Develop and promote a grants program for Transport to support community in their National Reconciliation Week celebrations.	Feb 2023, 2024, 2025	<b>Lead:</b> Director Social and Economic Policy <b>Support:</b> RAP Team, Customer Strategy and Technology.
	e. Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	27 May-3 June, 2023 2024 2025	<b>Lead:</b> Manager RAP Engagement <b>Support:</b> RAP team.
	f. Hold a whole-of-organisation National Reconciliation Week activity each year that is: <ul style="list-style-type: none"> <li>accessible to all regional, remote, and front-line employees</li> <li>extends invitations to external stakeholders, partners and other organisations and champions of reconciliation.</li> </ul>	May 27 – June 3 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture.
	g. Coordinate and deliver the National Reconciliation Week campaign internally including: <ul style="list-style-type: none"> <li>circulation of Reconciliation Australia's National Reconciliation Week resources to all employees</li> <li>develop NRW collateral for internal and external display at major Transport sites.</li> </ul>	May 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture, Greater Sydney and Regional Outer Metropolitan.

Action	Deliverable	Timeline	Responsibility (lead)
3. Promote reconciliation through our sphere of influence.	a. Demonstrate our commitment to reconciliation publicly.	May 2023, 2024, 2024	<b>Lead:</b> Secretary <b>Support:</b> RAP team.
	b. Reconciliation Steering Committee Chairperson writes to External stakeholders prior to National Reconciliation Week, stating our commitment to reconciliation and encouraging them to get involved in activities.	May 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.
	c. Promote Reconciliation Australia's "Share our Pride" online resource with all Transport staff.	March 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture.
	d. Promote the outcomes of Reconciliation Australia's biennial Workplace Reconciliation Barometer report to all employees.	March 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture.
	e. Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	March 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture.
	f. Collaborate with other NSW Government agencies; be a pace setter and key contributor in the NSW Government RAP Community of Practice by sharing our experience to date in the development and implementation of Transport's RAPs through quarterly meetings.	March, June, September, 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture.
	g. Each Transport division builds RAP deliverables into their divisional business plans.	July 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	h. Hold quarterly meetings to share progress and outcomes with Executive Sponsors and Divisional/ Agency Implementation Leads.	February, May, August, November 2023, 2024, 2025	<b>Lead:</b> Senior Manager, Inclusion and Diversity -RAP <b>Support:</b> All divisions.
	i. Encourage divisions to recognise reconciliation as part of divisional recognition approaches.	November 2022, 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	j. Participate in external awards that focus on reconciliation and inclusion for individuals and teams.	November 2022, 2023, 2024, 2025	<b>Lead:</b> Executive Director, People Communications and Engagement <b>Support:</b> All divisions.
	k. Continue to work with NSW Government agencies, including NSW Aboriginal Affairs, on whole of government commitments to improving the wellbeing of Aboriginal and Torres Strait Islander peoples and communities. Including participation in quarterly Closing the Gap ministerial meetings led by NSW Aboriginal Affairs and regular reporting requirements of NSW Government Premier's Priorities on Aboriginal Employment.	August 2023, 2024, 2025	<b>Lead:</b> Secretary <b>Support:</b> Customer Strategy and Technology, People and Culture, RAP Team.
	l. Develop a Transport Web Portal to communicate, internally and externally, our progress on the Stretch RAP and celebrate successes.	November 2022	<b>Lead:</b> Executive Director, People Communications and Engagement <b>Support:</b> RAP Team.
	m. Hold one annual Transport Aboriginal Employee Forum to promote reconciliation and ensure continued consultation with Aboriginal and Torres Strait Islander employees.	May 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture, RAP team.



## Relationships Cont.

Action	Deliverable	Timeline	Responsibility (lead)
4. Promote positive race relations through anti-discrimination strategies.	a. Develop a campaign which continues to promote Transport as a discrimination-free workplace.	August 2023, 2024, 2025	<b>Lead:</b> Executive Director, People Communications and Engagement <b>Support:</b> People and Culture.
	b. Engage with Aboriginal and Torres Strait Islander subject matter experts to continuously improve our anti-discrimination policy and monitor PMES results.	July 2023, 2024, 2025	<b>Lead:</b> Executive Director, Workforce Relations, Strategy and Management <b>Support:</b> People and Culture.
	c. Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	September 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture.
	d. Release a public statement in support of "International Day for the Elimination of Racial Discrimination".	March 2023, 2024, 2025	<b>Lead:</b> Secretary <b>Support:</b> Customer Strategy and Technology.
	e. Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	October 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	f. Continuously improve HR policies and procedures concerned with anti-discrimination.	November 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture.





## Respect

We commit to respecting the rights and interests of all our stakeholders and communities we serve across New South Wales. We will provide opportunities for our people to learn about Aboriginal and Torres Strait Islander cultures, histories and ongoing spiritual connection to the lands and waterways of NSW so that we can create a culturally safe and inclusive environment for everyone.

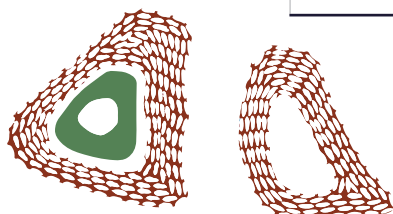


Action	Deliverable	Timeline	Responsibility (lead)
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	a. Embed and review Transport's Aboriginal Cultural Learning Framework to ensure all employees have access to cultural learning.	September 2023	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	b. Conduct an annual analysis and report on participation of cultural learning within our organisation with participation targets of 100% employee participation for mandatory online modules and 50% participation for face-to-face cultural learning.	November 2023, 2024, 2025	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	c. Incorporate mandatory NSW Public Service Commission (PSC) Stolen Generations 'Everyone's Business' e learning module into Transport Essentials online induction program for all existing and new employees' participation.	March 2023	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	d. Incorporate mandatory RAP learning module into Transport Essentials online induction program for all existing and new employees' participation.	February 2023	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	e. Create and promote opportunities for Transport employees to engage directly with and learn from Aboriginal and Torres Strait Islander peoples and communities by providing access to cultural immersion programs as part of the Aboriginal Cultural Learning Framework Portal.	October 2022, 2023, 2024	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	f. Every Transport employee (100% of all employees) to participate in at least one informal cultural learning experience over the life of the RAP, in alignment with our Aboriginal Cultural Learning Framework, and ensuring accessibility for frontline employees.	October 2022, 2023, 2024	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	g. Develop a cultural immersion program for all (100%) executive leaders to complete.	December 2023	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	h. Build awareness and understanding of the Uluru Statement from the Heart for all employees. Circulating existing government resources across the cluster.	March 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.
	i. Harness executive commitment to the Uluru Statement from the Heart through the Reconciliation Steering Committee.	July 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, All Divisions.

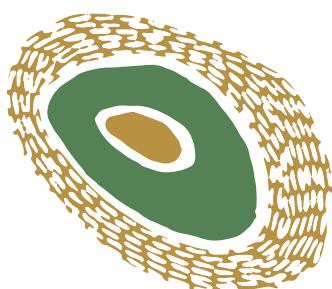


## Respect Cont.

Action	Deliverable	Timeline	Responsibility (lead)
	j. Create an environment within Transport that is supportive of and encourages truth telling. Utilise education and awareness building sessions such as lunch and learn series.	July 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, All Divisions.
	k. Refresh Transport's cultural learning framework in consultation with local Traditional Custodians/Owners and Aboriginal and Torres Strait Islander staff, to ensure it supports the demand for more face-to-face learning opportunities.	September 2023, 2024	<b>Lead:</b> Executive Director, Learning & Development <b>Support:</b> RAP team, People and Culture.
	l. Hold one Executive Committee meeting per year on a place of cultural significance with a local cultural learning experience, to continue to foster relationships with Traditional Owners, Aboriginal Land Councils, and our employees in regional locations by ensuring our leaders have experience and understanding of Aboriginal and Torres Strait Islander community at a local level.	May 2023, 2024, 2025	<b>Lead:</b> Secretary <b>Support:</b> People and Culture, RAP team.
	m. Ensure all Reconciliation Steering Committee members participate in a cultural immersion workshop annually.	November 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a. Continue to educate and support leaders to enable Aboriginal and Torres Strait Islander employees to access leave for cultural purposes.	November 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture.
	b. Promote and circulate Transport's Cultural Protocols.	October 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture, Customer Strategy and Technology.
	c. Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by embedding Transport's Cultural Protocol Document.	October 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture, Customer Strategy and Technology.
	d. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 5 significant events each year, including: International Women's Day, National Reconciliation Week, NAIDOC Week, Aboriginal Staff Forum, International Day of People with Disability.	October 2022, 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team, People and Culture.
	e. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2022, 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP Team, All Divisions.
	f. Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	October 2022, 2023, 2024, 2025	<b>Lead:</b> Secretary <b>Support:</b> RAP Team, All Divisions.



Action	Deliverable	Timeline	Responsibility (lead)
7. Promote the principles of truth telling within Transport.	a. Support and promote Truth Telling across Transport.	September 2023	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture, RAP Team, Customer Strategy and Technology.
	b. Educate staff on the impact of 26 January on Aboriginal and Torres Strait Islander peoples through distribution of education resources on our intranet portal and Transport wide communication channels.	January 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture, RAP Team, Customer Strategy and Technology.
	c. As part of annual Executive Committee meetings held on Country, host a community forum to understand actions Transport has undertaken in the past and work with communities to right the wrongs of the past, relative to Transport's involvement and work to repair broken trust and move forward with a dialogue of truth telling, healing and reconciliation.	May 2023	<b>Lead:</b> Executive Director, Customer Strategy and Experience <b>Support:</b> People and Culture, RAP Team.
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a. Reconciliation Steering Committee members to participate in a minimum of one external NAIDOC event. Share engagement with team/division and across Transport's communication channels.	First week in July 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> Reconciliation Steering Committee, RAP team.
	b. Reconciliation Steering Committee to encourage and support employees and senior leaders to participate in a minimum of one external event to recognise and celebrate NAIDOC.	First week in July 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions, RAP team
	c. Host an enterprise NAIDOC Week event.	First week in July 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.
	d. Each division to hold at least one NAIDOC Week event inviting Transport employees and key stakeholders (contractors and Aboriginal and Torres Strait Islander Community stakeholders where suitable) to promote Transport's Reconciliation Action Plan.	First week in July 2023, 2024	<b>Lead:</b> Executive Committee <b>Support:</b> All divisions, RAP team.
	e. Promote people policies and procedures to minimise or remove barriers to employees participating in NAIDOC Week and to encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week leave to attend cultural and community activities and events.	March 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	f. Provide all people leaders with communications to promote awareness and application of approved NAIDOC leave entitlements.	First week in July 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture.





## Opportunities

We commit to creating opportunities for Aboriginal economic participation through accessible and sustainable employment pathways and procurement at Transport. We will utilise our business operations to drive measurable outcomes for the employment of Aboriginal and Torres Strait Islander people and the procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses.



Action	Deliverable	Timeline	Responsibility (lead)
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	a. Review and update Transport's Aboriginal Employment Strategy in conjunction with Aboriginal and Torres Strait Islander employees.	Ongoing and reportable in November 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	b. Hold a minimum of one Aboriginal and Torres Strait Islander Career Development and Mentoring Program annually.	October 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	c. Develop a Transport Aboriginal and Torres Strait Islander Employee Network.	November 2022	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions, AEU.
	d. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through relevant media and online agencies.	Ongoing reportable August 2023, 2024, 2025	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	e. Award two annual placements for Aboriginal and Torres Strait Islander employees to participate in the Emerging Indigenous Executive Leadership Program (EIELP).	April 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	f. Award two placements for Executive Master of Public Administration.	April 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	g. Double our Aboriginal and Torres Strait Islander employee leadership representation from 22 to 44 senior leaders.	June 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	h. Increase the number of Aboriginal and Torres Strait Islander employees to 3 per cent at each award grade in alignment with the NSW Public Sector –Premier's Priority 14.	June 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	i. Identify high performing Aboriginal and Torres Strait Islander employees for development opportunities through Career Pathways Program or similar.	November 2022, 2023, 2024	<b>Lead:</b> Senior Manager Aboriginal Employment Unit. <b>Support:</b> All divisions.
	j. Work with Transport's labour hire panel agencies to improve retention and hire conversion of Aboriginal and Torres Strait Islander people in permanent roles.	June 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	k. Support all employees leaving Transport by providing a culturally safe and appropriate exit interview.	November 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.

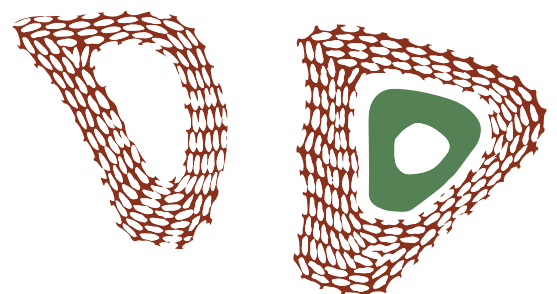
Action	Deliverable	Timeline	Responsibility (lead)
	l. Review all exit interview surveys quarterly and report on any issues or relevant trends to Aboriginal and Torres Strait Islander employees, including opportunities to improve retention.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	m. Partner with schools and universities to showcase the various career pathways offered as part of Transport's Aboriginal Employment Strategy by attending careers expo and other like activities.	November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	n. Deliver Aboriginal HSC Scholarship Program annually for Aboriginal and Torres Strait Islander students in NSW.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	o. Showcase development and career pathways for Aboriginal and Torres Strait Islander employees by developing case studies and videos on existing Aboriginal and Torres Strait Islander employment programs.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	p. Review recruitment processes so that vacancies are attractive and accessible to Aboriginal and Torres Strait Islander peoples.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	q. Provide guidance to managers to ensure all Aboriginal and Torres Strait Islander employees have a current Performance Development Review (PDR).	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	r. Conduct analysis to understand the experience of Aboriginal and Torres Strait Islander employees.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	s. Develop and implement additional onboarding support for Aboriginal and Torres Strait Islander employees and their manager.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.
	t. Develop and implement strategies to target specific technical positions where Aboriginal and Torres Strait Islander people have not traditionally been employed.	Ongoing report November 2022, 2023, 2024	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> All divisions.





## Opportunities Cont.

Action	Deliverable	Timeline	Responsibility (lead)
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a. Implement the NSW Government Aboriginal Procurement Policy and Transport's Aboriginal Participation Strategy to ensure increased goods and services procured from Aboriginal and Torres Strait Islander businesses in alignment with the Aboriginal Procurement Policy objectives.	November 2022, 2023, 2024	<b>Lead:</b> Executive Director Procurement <b>Support:</b> Infrastructure and Place, Sydney Metro.
	b. Maintain commercial relationships with a minimum of ten Aboriginal and/or Torres Strait Islander businesses.	Ongoing reportable November 2022, 2023, 2024	<b>Lead:</b> Executive Director Procurement <b>Support:</b> Infrastructure and Place, Sydney Metro.
	c. Increase goods and services procured from Aboriginal and Torres Strait Islander businesses by 2.5% each year.	Ongoing reportable March 2023, 2024, 2025	<b>Lead:</b> Executive Director, Procurement <b>Support:</b> Corporate Services.
	d. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to Transport employees.	Ongoing reportable March, September 2023, 2024, 2025	<b>Lead:</b> Executive Director, Procurement <b>Support:</b> Corporate Services.
	e. Develop and implement a cluster-wide reporting process to capture critical spend, employment, skills development, and participation data in alignment with APP targets and to enable mandatory reporting inherent to the Closing the Gap Indigenous Expenditure Report.	November 2022, 2023, 2024	<b>Lead:</b> Executive Director, Procurement <b>Support:</b> Corporate Services, Divisional communications.
	f. Maintain and utilise our relationship and annual corporate membership with Supply Nation and NSW Indigenous Chamber of Commerce to enable Aboriginal and Torres Strait Islander businesses to be more competitive in the procurement space.	December 2022, 2023, 2024	<b>Lead:</b> Executive Director, Procurement <b>Support:</b> Corporate Services in conjunction with NSW Procurement/ Treasury.
	g. Develop and implement an Aboriginal Procurement training program to be rolled out across Transport for key procurement functions (sourcing, category, and contract management) as well as targeted business partnering and project delivery roles.	November 2022, 2023, 2024	<b>Lead:</b> Executive Director, Procurement <b>Support:</b> Customer Strategy and Technology, People and Culture.
	h. Sponsor key industry events to strengthen relationships with Aboriginal and Torres Strait Islander businesses including Supply Nation Connect and relevant Indigenous Business Australia (IBA) events.	October 2022, 2023, 2024	<b>Lead:</b> Deputy Secretary, Corporate Services <b>Support:</b> All divisions.

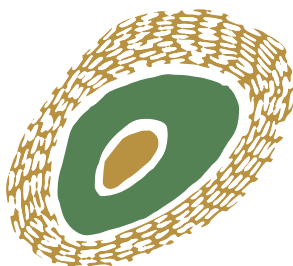


Action	Deliverable	Timeline	Responsibility (lead)
11. Promote Transport's Aboriginal Art Strategy.	a. Develop a governing body to provide advice about Aboriginal and Torres Strait Islander art proposals in compliance with Transport's Aboriginal Art Strategy and its guiding principles.	February 2023	<b>Lead:</b> Executive Director CSE <b>Support:</b> Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, People and Culture.
	b. Develop an Aboriginal and Torres Strait Islander Art 'Technical Support Resource' to assist and guide Transport employees in the engagement and use of Aboriginal and Torres Strait Islander Art in line with the Aboriginal Art Strategy.	June 2023	<b>Lead:</b> Executive Director CSE <b>Support:</b> Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, People and Culture.
	c. Promote and distribute Aboriginal Art Strategy Technical Support Resource.	August 2023	<b>Lead:</b> Executive Director CSE <b>Support:</b> Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, People and Culture.
12. Promote and expand Transport's Culture and Heritage Framework.	a. Embed the Aboriginal Culture and Heritage Framework commitments and Aboriginal co-design principles into strategic planning, client requirements and project specifications.	November 2022, 2023, 2024	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> All divisions.
	b. Determine practical criteria about the applicability and scalability of the framework across different projects and initiatives.	September 2022	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> All divisions.
	c. Communicate the framework internally and externally.	October 2022	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> Customer Strategy and Technology, Sydney Metro, Regional and Outer Metropolitan, Greater Sydney, Corporate Services, People and Culture.
	d. Undertake a yearly review of the framework.	November 2022, 2023, 2024	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> Director, Aboriginal Engagement ED's Metro, ROM, GS and CS.
	e. Develop a framework implementation plan with each division, outlining how they will address commitments and specific targets.	November 2022	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> Customer Strategy and Technology, Sydney Metro, Regional Outer Metro, Greater Sydney and Corporate Services.

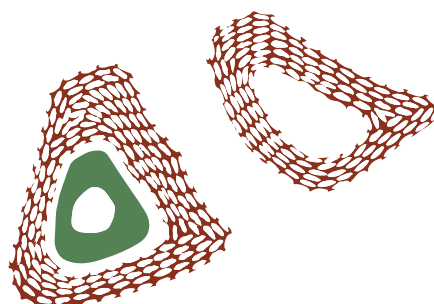


## Opportunities Cont.

Action	Deliverable	Timeline	Responsibility (lead)
	f. Develop a set of Transport-wide design criteria and specific steps for Aboriginal place-making and community centred initiatives to be incorporated into Transport's urban design guidelines.	July 2023	<b>Lead:</b> Deputy Secretary, Customer Strategy and Technology <b>Support:</b> Customer Strategy and Technology, Infrastructure and Place, Sydney Metro, Regional and Outer Metro, Greater Sydney and Corporate Services.
	g. Encourage documentation of Aboriginal and Torres Strait Islander co-design, cultural and heritage outcomes and identify award recognition opportunities.	July 2023, 2024,	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> Customer Strategy and Technology Sydney Metro, Regional and Outer Metro, Greater Sydney and Corporate Services.
	h. Develop and implement processes for how Indigenous Cultural Intellectual Property is identified, managed (within projects) and protected for the ICIP holder by working with other agencies such as Create NSW.	September 2023, 2024	<b>Lead:</b> Deputy Secretary, Infrastructure and Place <b>Support:</b> Customer Strategy and Technology Sydney Metro, Regional and Outer Metro, Greater Sydney and Corporate Services.
	i. Encourage connection to Country through innovative projects and interactive design by supporting NSW Government Architect to embed 'Connecting with Country' in line with Infrastructure NSW assurance gates.	October 2024	<b>Lead:</b> Deputy Secretary, Cities and Active Transport <b>Support:</b> Investment and Assurance, Customer Strategy and Technology, Infrastructure and Place.
	j. Develop a consistent funding allocation approach to support positive Aboriginal and Torres Strait Islander culture and heritage outcomes on projects, such as an agreed percentage of project budget or a centralised funding approach.	November 2023	<b>Lead:</b> Deputy Secretary, Infrastructure and place <b>Support:</b> Customer Strategy and Technology Sydney Metro, Regional and Outer Metropolitan, Greater Sydney and Corporate Services.



Action	Deliverable	Timeline	Responsibility (lead)
13. Develop an evidence base to inform priorities for services provided to Aboriginal and Torres Strait Islander peoples and communities.	a. Capture and analyse usage data of Aboriginal and Torres Strait Islander customers on the transport network to inform program development.	June 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy Technology Customer Strategy & Experience <b>Support:</b> Customer Strategy and Technology, People and Culture.
	b. Explore Transport's role in early intervention strategies to minimise petty crime activity including fare evasion and related fines.	June 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy Technology Customer Strategy & Experience <b>Support:</b> Customer Strategy and Technology, People and Culture.
	c. Consider data on transport usage patterns to inform service development and enhanced service responses for Aboriginal and Torres Strait Islander peoples and communities.	June 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy Technology Customer Strategy & Experience <b>Support:</b> Customer Strategy and Technology, People and Culture.
	d. Undertake Targeted surveys of Aboriginal and Torres Strait Islander customers to better understand usage patterns and undertake critical analysis to improve services for community.	June 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy Technology Customer Strategy & Experience <b>Support:</b> Customer Strategy and Technology, People and Culture.
14. Develop a Reconciliation Think Tank to work to identify solutions to Transport related challenges in NSW Aboriginal communities.	a. Convene the inaugural Transport Reconciliation Think Tank to create innovative solutions to complex community challenges.	November 2022, 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy and Technology <b>Support:</b> Customer Strategy and Technology, Infrastructure and Place, People and Culture.
	b. Establish Terms of Reference and forum for community submission of ongoing challenges.	February 2023, 2024 May 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy and Technology <b>Support:</b> Customer Strategy and Technology, Infrastructure and Place, People and Culture.





## Opportunities Cont.

Action	Deliverable	Timeline	Responsibility (lead)
15. Promote Aboriginal and Torres Strait Islander Health and Wellbeing through development and sponsorship of tailored programs that meet the needs of Aboriginal and Torres Strait Islander people and communities.	a. Develop a social investment grants program to support up to three Aboriginal and Torres Strait Islander research initiatives to enhance the wellbeing of Aboriginal and Torres Strait Islander people and communities. This provides a shared learning for Transport to inform our service delivery landscape and our influence on and interface with the health and wellbeing of Aboriginal and Torres Strait Islander people in the community.	December 2022, 2023, 2024	<b>Lead:</b> Executive Director, Customer Strategy and Experience <b>Support:</b> People and Culture.
	b. Explore and deliver tailored programs to meet the social and emotional wellbeing needs of Aboriginal and Torres Strait Islander employees, including the increase of and promotion of Transport's Aboriginal and Torres Strait Islander Mental Health First Aiders each year.	June 2023, 2024, 2025	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> People and Culture, RAP Team.
	c. Continue to provide ongoing tailored support for Aboriginal and Torres Strait Islander employees through Transport 'My Coach' Employee Assistance Program.	June 2023, 2024, 2025	<b>Lead:</b> Executive Director, Customer Strategy and Experience <b>Support:</b> People and Culture.
	d. Through these programs, apply the Gayaa Dhuwi (Proud Spirit) Declaration and National Strategic Framework.	June 2023	<b>Lead:</b> Executive Director, People Experience <b>Support:</b> People and Culture, RAP Team.





## Governance

We commit to ensuring we hold our organisation accountable for progress made against our Reconciliation Action Plan. We will be transparent in our reporting and celebrate our successes.

Action	Deliverable	Timeline	Responsibility (lead)
16. Establish and maintain an effective Reconciliation Steering Committee (RSC) to drive governance of the RAP.	a. Review and update the Terms of Reference for the RSC to reflect the priorities of the Stretch RAP.	October 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> Reconciliation Steering Committee, RAP team.
	b. Meet a minimum of four times per year to drive and monitor RAP implementation and performance.	February, May, August, November 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> Reconciliation Steering Committee.
	c. Maintain Aboriginal and Torres Strait Islander representation on Divisional Implementation Working Groups.	October 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture.
17. Provide appropriate support for effective implementation of RAP commitments.	a. Maintain internal RAP champions from executive leadership team and identify a group of change champions in each division to drive and embed implementation of RAP deliverables.	October 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions, RAP Team.
	b. Embed key RAP actions in performance expectations for senior management and all employees.	March 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions, RAP Team.
	c. Embed appropriate systems and capability to track, measure and report on RAP commitments.	June, December 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP Team.
	d. Embed resource needs for RAP implementation.	June 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions, RAP Team.
	e. Embed RAP as a standing agenda item at division level and Executive Leadership meetings.	October 2022, 2023, 2024, 2025	<b>Lead:</b> Secretary Transport <b>Support:</b> Executive Committee.
	f. Identify funding source for RAP initiatives and deliverables and oversight of accountability in reconciling funds.	November 2022, 2023, 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions.
	g. Embed key RAP actions and targets as key performance indicators in performance contracts for executive leadership team expectations for senior management and all employees.	March 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> All divisions, RAP Team.



## Governance Cont.

Action	Deliverable	Timeline	Responsibility (lead)
18. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	a. Provide an Internal report card on RAP progress to all Transport employees every six months.	June, December 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture, RAP team.
	b. Provide an annual report card to external stakeholders including community, corporate and government partners on progress of our RAP commitments annually, outlining achievements, challenges, and learnings.	December 2022, 2023, 2024	<b>Lead:</b> Secretary <b>Support:</b> People and Culture, RAP Team.
	c. Establish an Aboriginal advisory committee chaired by the Transport Secretary and comprising of senior representatives of the NSW Government Agencies, Aboriginal and Torres Strait Islander peak bodies, local decision-making bodies, and senior members of Transport.	June 2023	<b>Lead:</b> Secretary <b>Support:</b> RAP team, People and Culture, Customer Strategy and Technology.
	d. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.
	e. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023, 2024, 2025	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.
19. Continue our Reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	<b>Lead:</b> Chief People Officer <b>Support:</b> RAP team.



# Case Study

## Bluff Point Ferry project

Transport for NSW recognises the role song, dance, and art play in sharing Aboriginal and Torres Strait Islander traditions and knowledge and expressing culture.

Across NSW, Transport develops, owns, and maintains an extensive collection of mobile and fixed assets that can be enriched with culturally relevant designs.

In December 2021, Transport revealed the Bluff Point Ferry project in Lawrence which comprised of a visual upgrade of the ferry connecting the town with Woodford Island.

For this project, Transport engaged with local based Aboriginal and Torres Strait Islander artists and communities to create artworks that are reflective of the environment and respectful of the lands and peoples in which the assets operate.

Transport will continue its vision of promoting Aboriginal and Torres Strait Islander cultures and relationship building by collaborating with local Aboriginal and Torres Strait Islander artists to develop artwork for use on Transport owned and operated water tank trucks throughout the State, starting at Ballina, Port Macquarie, and Hay.



The upgrade featured the installation of Aboriginal artwork created by local Gumbaynggirr artist Angela Webb, who was also a staff member at Transport for NSW.



## Contact details

### Address

Transport for NSW  
231 Elizabeth Street  
NSW 2000

### By phone

T: (02) 8202 2200

### By mail

PO Box K659  
Haymarket  
NSW 1240

### By email

**RAP Team:** [RAPTeam@transport.nsw.gov.au](mailto:RAPTeam@transport.nsw.gov.au)  
**Media Enquiries:** [media@transport.nsw.gov.au](mailto:media@transport.nsw.gov.au)

### Website

[transport.nsw.gov.au/about-us/reconciliation-action-plan](https://transport.nsw.gov.au/about-us/reconciliation-action-plan)





Artwork by  
Frances Belle Parker

