



REFLECT

Reconciliation Action Plan

JULY 2021 – JULY 2022





Artwork story

This artwork highlights the many different NSW communities that CDC NSW works across. Through the artwork we wanted to pay respect and acknowledge the Traditional Owners and Custodians across the multiple countries and nations that make up NSW.

The concentric circles with U shape around it is a traditional symbol for a meeting place. The four meeting places across the artwork are a representation of the different communities and towns that CDC NSW travels through and works across. The meeting places are all equal to show that everyone has a place and are welcome.

These meeting places are also representative of the traditional knowledge and kinship that Aboriginal people have to each other and also to Country.

The flowing pattern connecting them is representative of a travelling path. This symbolises not only the modern day aspects of travelling but also traditional Songlines, trade networks and traditional connection between communities.

The clusters of dots and lines within the background represents the beautiful natural colours and contours of mother earth. The blues symbolise the veins of Country, our rivers and waterholes.



Artist biography

I am a proud Biripi, Worimi and Wiradjuri Man from Bathurst NSW. My family ties originate from Taree and Karuah regions on the mid north coast. My language backgrounds are Gathang and Wiradjuri and my tribal totems are the Grey shark, dolphin and goanna.

My story starts with my Elders, on my mother's side we had three generations of family a part of the stolen generations, my great, great grandmother Lillian Clarke, my great grandmother Marge Saunders who were both forcibly taken away from their families on the mid north coast and sent to Cootamundra girls home and also my grandmother Janette who was removed from her family in Parkes and sent to work in the Catholic convent in Brewarrina. This resulted in a disconnection from kinship ties and culture which drives my passion to learn and share my culture with the next generations to keep our knowledge and cultural identity strong.

I started J.Sly Indigenous Designs in 2015 as a result of this passion and determination to learn more about my heritage and culture. I have always enjoyed drawing, creating and storytelling so it fits perfectly to pursue this through my Aboriginal art.

I currently reside in Western Sydney and run a business, where I specialise in Cultural education through the platforms of Aboriginal art and educational workshops. Along with my passion for art I also study a Bachelor of Primary Education specialising in Aboriginal and Torres Strait Islander education.

I am also lucky enough to dance and perform around Australia and overseas with Muggera Dancers. It is through sharing culture and knowledge that I am upholding my cultural responsibility and preserving Traditional values and information. I want to continue to gain deeper knowledge of culture and share my culture proudly not just around Australia but around the world.

Community Connections

by Josh Sly
Proud Biripi Worimi
Wiradjuri Artist

Graphic design by
33 Creative

A MESSAGE FROM THE CEO AND OUR TEAM



A message from the CEO and our team

Like all societies, contemporary Australia is largely a product of its past. Much of this is positive and provides a valuable platform for our communities, our democracy, equal citizenship, a reliable legal system, and a general sense of fairness and individual liberty; all of which can be traced to what has transpired in the past.

Equally, that same past has left us with some legacies that are entirely intolerable. This includes a concurrently inaccurate and incomplete version of Australian history that was, until fairly recent times, part of the national education curriculum. While not only disrespectful of the heritage, civilisation and achievements of Aboriginal and Torres Strait Islander people prior to white settlement, this education resulted in multiple generations lacking a genuine understanding of our history.

We acknowledge that these legacies have resulted in continuing challenges for Aboriginal and Torres Strait Islander people in so far as the understanding of our First Nations cultures and heritage has also been lost or covered up by white settlement regimes.

As a transport provider whose core purpose is to connect communities, we recognise the impact of this legacy in both delivering to that purpose and developing an inclusive, collaborative and respectful culture.

It is our responsibility to ensure that First Australians – whether as clients, employees, suppliers or stakeholders – are acknowledged, celebrated and supported in order to drive equality in outcomes. And as a culturally diverse organisation that has long recognised the need to do more than merely treat people equally, this is a responsibility we accept with pride.

CDC NSW is walking our own path to fostering increasingly collaborative relationships with First Peoples in a myriad of forms. As an organisation we recognise that this is a journey that requires constant focus, leadership, and accountability.

As we launch our **Reflect** Reconciliation Action Plan, we're ready to commit to work with our recently formed RAP Working Group, as well as Reconciliation Australia and other partners, to do this and collectively work towards a united Australia.



OUR BUSINESS

At CDC NSW, we are committed to our corporate vision of *connecting people, places and communities*.

As a provider of both public and private transport services, we see ourselves as a community asset. Our services are not generic or faceless commercial operations – instead, our 2,400 staff across 29 depots state wide, engage directly and personally with our customers in the heart of their local communities. And they do this every single day.

It's this engagement, and these services, that facilitate connections between people (many with limited transport access) for a multitude of purposes that are critical to building genuine communities. And it is through this lens that we need to see ourselves as having both personal and corporate responsibilities to contribute to the development of fairer, more inclusive, and more respectful communities.

With these goals in mind, CDC NSW is entering into this Reconciliation Action Plan to ensure that we establish programs of scheduled actions that are measurable and deliver tangible outcomes. This Plan is our commitment to moving beyond good words to ensure equality in access to opportunities for education, employment and social connection for all.

It also guides us as we seek to influence and engage industry partners, customers, suppliers, and the communities we serve. CDC NSW is one of NSW's largest private bus operator, with a head office located in Western Sydney and a footprint that stretches from Queanbeyan in the South, to Billinudgel in the North and Broken Hill in the West. With millions of passenger journeys a year, we recognise that we are well positioned to make a meaningful and longstanding difference within these communities.

CDC NSW is an ethnically diverse organisation, and we have long understood the need to do more than simply treat people equally in order to drive equality in outcomes. This requires us to respond to individual differences in ways that give people of all backgrounds the best possible chance of succeeding within our organisation. In doing so, not only do all employees benefit, but the communities in which we operate do, too.

We have already invited staff to identify as Aboriginal and/or Torres Strait Islander people and so far, 8 staff have shared this information and made positive comments towards our plan.

Critically, this Reflect Reconciliation Action Plan provides a mechanism for broadening the diversity of voices and perspectives we need to hear to ensure we remain relevant to the needs of the broader communities that we serve.



Our business and our vision

OUR VISION

Our vision for reconciliation is one where Aboriginal and Torres Strait Islander rights, cultures, achievements, and aspirations are recognised, and genuine inclusion is fostered via partnerships and opportunities.

We recognise Aboriginal and Torres Strait Islander Peoples as the First Australians; whose cultures are a vital element of our heritage. We are dedicated to participating in, and promoting, an accurate reflection of Australian history to facilitate the forming of a strong, inclusive and fair community.

We are also committed to creating real and enduring opportunities via an approach characterised by qualities of connectedness, respect and equality, and facilitated through recruitment and professional development, as well as through our partnerships with Aboriginal and Torres Strait Islander industries, commercial service providers, and community organisations.

OUR RECONCILIATION ACTION PLAN

This Reconciliation Action Plan establishes the strategies that we have developed and committed to with our directors, management team, and staff representatives from across our business.

It serves as an introduction to reconciliation to our 2,400 staff across NSW and ensures that the spirit of our commitments is promoted in everything we do as both a company and a social entity.

During February and early March 2021 we participated in the National RAP Conference that provided us with valuable networking and learnings from those further along the reconciliation path and opportunities to engage with businesses who, like ourselves, have just set out on the journey of reconciliation.

We have become a member of Supply Nation.

Our RAP Champion is Mark Deayton, the People & Culture General Manager. Mark will lead all of CDC NSW in driving internal engagement and awareness of the RAP across the business.

We have started this journey with our Reflect Reconciliation Action Plan, and the challenge now lies with us as an organisation, and as community members ourselves, to give it full life within CDC NSW and deliver on our commitments. For ultimate success, the plan needs to be recognised as being equally essential as our policies for safety, service delivery and environmental management.

To launch this our RAP Champion will work with our RAP Working Group, Communications Team and all Management to launch and implement our RAP. The RAP Champion will be responsible for monitoring our deliverables and providing guidance where required.

OUR REFLECT RAP FRAMEWORK





Kinchela Boys Home Aboriginal Corporation (KBH) with their Mobile Education Centre Bus. We conducted sessions with three uncles who lived in the home, which involved them sharing their stories, an animated video and experiences of their youth.



A focus on three key outcomes

A FOCUS ON THREE KEY OUTCOMES

We recognise that reconciliation will not work if it places a higher value on symbolic gestures and words than on the practical needs of First Peoples.

As a result, our goal is to make a material contribution to improving three key outcomes for First Peoples. To ensure accuracy and cultural sensitivity, we hope to engage an Elder in Residence once Covid restrictions are lifted to support us in making the relevant community connections and ensure that our education programs, internal and external communications, and cultural understanding are appropriately framed and properly presented.

We have welcomed Kinchela Boys Home Aboriginal Corporation (KBH) onsite with their Mobile Education Centre Bus and conducted sessions with three Uncles who lived in the home, which involved them sharing their stories, an animated video and experiences of their youth (truth telling) and question and answer time.

We aim to maintain this partnership with KBH and work together to;

OUTCOME	RAP	OUR COMPANY
Provide our staff with cultural awareness training on an ongoing basis	Our RAP seeks to educate our staff and engage with those who identify as Aboriginal or Torres Strait Islander people in providing a culturally safe environment by having conversations which share personal stories and experiences.	As a large enterprise, we're equipped with the ability and capacity to engage with external and internal culturally diverse groups and encourage positive interaction between them through conversation.
Provide guidance on maintaining a culturally safe and supportive working environment for Aboriginal and Torres Strait Islander employees	Positively promote and participate in Aboriginal and Torres Strait Islander events and raise awareness within our business to attend these events.	We see ourselves as well placed to support and attend cultural events to gain a better understanding and involvement with partnered businesses which includes providing practical transportation support where appropriate.
Through our partnerships, ensure that we provide accurate and truthful information when relating to Aboriginal and Torres Strait Islander histories	Through our RAP CDC NSW acknowledges two significant problems that exist in relation to our recognition of Australian history. The first relates to generations of Australians who were taught a British history of Australia that does not reflect the truth of settlement nor fully recognise Aboriginal and Torres Strait Islander civilisation and achievements prior to European arrival. The second issue relates to the generations of new Australians arriving from other countries who have not been taught any version of Australian history, let alone one that is genuinely reflective of Aboriginal and Torres Strait Islander cultures and histories.	Through this RAP and our broader influence, CDC NSW will ensure that the fullest and most correct reflection of Australian history is actively promoted through truth telling conversations. This promotion will be undertaken in all of our internal and external engagements and communications.

RELATIONSHIPS

As one of NSW's largest private bus operator, CDC NSW recognises the role we can play in the communities in which we operate. We appreciate the importance of listening to the needs and learning from the experience of First Peoples within those communities.

We view our Reconciliation Action Plan as a genuine opportunity to work collaboratively and respectfully with Aboriginal and Torres Strait Islander staff, Elders and Peak Bodies, and with the communities in which we operate. We will build on existing relationships and nurture new, mutually beneficial partnerships with First Peoples and communities based on understanding, respect and trust.

In doing so, we will leverage our capability to share important messages with our employees and the wider community about the importance of reconciliation through the actions and deliverables set out below.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Seek to appoint an Elder in residence to assist CDC NSW in its journey of engaging with Aboriginal and Torres Strait Islander people stakeholders.	July 2021	CEO
	Research best practice principles for engaging with, and cultivating enduring partnerships with, Aboriginal and Torres Strait Islander stakeholders and organisations within the communities we serve.	July 2021	Corporate Communications Manager
	Identify and reach out to local Aboriginal and Torres Strait Islander stakeholders and community groups in our local areas to develop an understanding of how best we might work together to develop meaningful, long-term relationships.	August 2021	Corporate Communications Manager
	Investigate opportunities for Aboriginal and Torres Strait Islander mentorship for our RAP Working Group.	August 2021	CEO
Build relationships through celebrating and participating in National Reconciliation Week (NRW).	Download and circulate Reconciliation Australia's NRW resources and share with CDC NSW employees.	May 2022	Corporate Communications Manager
	RWG members to participate in an external NRW event.	27 May - 3 June 2022	GM People & Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022	GM People & Culture
	Engage with the communities in which we operate to explore opportunities for CDC NSW to contribute via the provision of free transport services, bus advertising, or other support for local NRW events.	May 2022	Regional Operations Managers

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote Reconciliation through our sphere of influence.	Develop an internal communications strategy and plan to communicate our commitment to Reconciliation to all employees.	August 2021	Corporate Communications Manager
	Leverage our geographical footprint and capability to promote our participation in the reconciliation process within the transport industry.	September 2021	Corporate Communications Manager
	Develop and implement bus advertising to promote and showcase Reconciliation campaigns.	September 2021	Corporate Communications Manager
	Mandate an understanding of our RAP and the Aboriginal and Torres Strait Islander peoples it addresses as a requirement for all new hires and internal promotions.	August 2021	Learning & Development Specialist
	Present and promote our RAP to the Board and members of our peak industry organisation, Bus NSW.	November 2021	CEO
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2021	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2021	GM Procurement
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2021	CEO
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	November 2021	GM People & Culture

RESPECT

CDC NSW is committed to developing mutual respect by developing and delivering a program to educate our people about reconciliation.

Armed with an accurate cultural understanding, an appreciation of and respect for Aboriginal and Torres Strait Islander contributions, and CDC NSW's acknowledgment and celebration of key dates, staff will become equipped with methods of positively influencing our industry peers, stakeholders, and customers.

The key elements of this will be:



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs with our organisation to establish the existing baseline.	August 2021	Learning & Development Specialist
	Develop a business case for increasing understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2021	GM People & Culture
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols and an understanding of the local Traditional Owners or Custodians of the land.	Research and develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	November 2021	GM People & Culture
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2022	Learning & Development Specialist
	Investigate opportunities for Aboriginal and Torres Strait Islander mentorship for our RAP Working Group.	September 2021	CEO

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our people about the meaning of NAIDOC Week.	July 2021	Corporate Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2021	Corporate Communications Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021	GM People & Culture

OPPORTUNITIES

In line with CDC NSW's Procurement Policy which incorporated Aboriginal and Torres Strait Islander procurement objectives, CDC NSW has recognised a significant opportunity to increase the skills and participation of Aboriginal and Torres Strait Islander Peoples within both our business and supply chain.

As a **Reflect** Reconciliation Action Plan, our focus is on developing a framework to activate and support the employment, mentoring and service procurement of Aboriginal and Torres Strait Islander Peoples and organisations in our business.

Over the long term, this framework will guide us in:

- Facilitating meaningful and long-term employment opportunities for Aboriginal and Torres Strait Islander Peoples
- Developing our existing cohort of Aboriginal and Torres Strait Islander employees
- Creating opportunities for our team to secure products and services from Aboriginal and Torres Strait Islander-owned businesses
- Supporting the long-term growth of the Aboriginal and Torres Strait Islander business talent pool to benefit future generations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review recruitment and selection policies and procedures and address any barriers to Aboriginal and Torres Strait Islander employment.	January 2022	GM People & Culture
	Identify best practice support mechanisms to optimise success of an Aboriginal and Torres Strait Islander employment strategy.	February 2022	GM People & Culture
	Identify internal sponsors/mentors for Aboriginal and Torres Strait Islander recruitment.	February 2022	GM People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2022	Recruitment Specialist
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2022	Recruitment Specialist
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Host or attend an annual supply chain awareness event for suppliers promoting engagement with Aboriginal and Torres Strait Islander businesses.	July 2021	GM Procurement
	Research supply chain opportunities to increase Aboriginal and Torres Strait Islander spend.	January 2022	GM Procurement
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	August 2021	GM Procurement
	Maintain Supply Nation membership	July 2021	GM Procurement

GOVERNANCE

The governance framework outlined below sets out the actions CDC NSW will undertake to monitor, evaluate and report our progress in achieving our Reflect RAP.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RWG to drive governance of the RAP.	Maintain the RWG to govern RAP development and implementation.	August 2021	GM People & Culture
	Draft a Terms of Reference for the RWG	August 2021	GM People & Culture
	Establish Aboriginal and Torres Strait Islander representation on the RWG	August 2021	GM People & Culture
	RWG to meet bi-monthly to monitor progress and report on RAP implementation.	August 2021 October 2021 December 2021 February 2022 April 2022 June 2022	GM People & Culture
Provide appropriate support for effective implementation of RAP commitments.	Identify and facilitate resource needs for RAP implementation.	July 2021	CEO
	Engage senior leaders in the delivery of RAP commitments.	July 2021	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments to internal and external stakeholders.	July 2021	GM People & Culture
	Establish our RWG with representation from those most passionate about this program, and from all seniority levels and geographic regions.	July 2021	GM People & Culture
	Support the same RWG in maintaining our external contacts and partnerships.	July 2021	GM People & Culture
	Support the same RWG in generating fresh initiatives to ensure enduring prominence for this program within our business.	July 2021	GM People & Culture

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	GM People & Culture
	Deliver an Aboriginal and Torres Strait Islander Participation Report to key stakeholders reporting on the achievements, challenges and learnings of implementing our RAP commitments.	December 2021	GM Procurement
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our Innovate RAP.	April 2022	GM People & Culture
	Develop our Innovate RAP and achieve endorsement by Reconciliation Australia.	April 2022	GM People & Culture
Appoint regional RAP Champions to support the RWG in increasing internal awareness of our RAP, actions and initiatives.	Call for expressions of interest from CDC NSW employees to become RAP Champions supporting the RWG in promoting actions and initiatives across our workplaces.	July 2021	CEO

CONTACT DETAILS

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