



ACT

Government

Transport Canberra
and City Services

TRANSPORT CANBERRA
AND CITY SERVICES

STRETCH
RECONCILIATION
ACTION PLAN
2019-2022



RECONCILIATION
ACTION PLAN

STRETCH



ACKNOWLEDGEMENT OF COUNTRY

We wish to acknowledge the Traditional Owners of these lands and waters that we live and thrive on today. We pay our respect to the Ngunnawal and surrounding nations, and extend that respect to all Elders past, present and emerging for they hold the memories, the traditions, the cultures and the hopes of all Aboriginal and Torres Strait Islander peoples across the nation. Through contributions of Aboriginal and Torres Strait Islander peoples, we have gained a better understanding and respect for their cultures which enrich our appreciation of Australia's cultural heritage that leads to reconciliation. This is essential to Australia's maturity as a nation, and fundamental to the development of Australia's united identity.

We also wish to acknowledge that this nation is and will always be Aboriginal and Torres Strait Islander land, recognising their living cultures, their strength, their resilience and their continued nurturing of these lands and waters for many thousands of years.



DIRECTOR-GENERAL MESSAGE

It gives me great pride to present Transport Canberra and City Services' second Reconciliation Action Plan (RAP) 2019-2022; a Stretch RAP. Our first Stretch RAP is designed to further embed our reconciliation initiatives into our business strategies to ensure they become 'business as usual'. A key focus of this RAP is the continual advancement of reconciliation within our Directorate while building stronger and more meaningful relationships and engagements with the local Indigenous community and within the ACT Government.

Many of the significant achievements undertaken in our previous Innovate RAP are spoken about in this book. For me, the highlights have been the continual employment growth for Aboriginal and Torres Strait Islander peoples, the growth in cultural maturity of our leadership team with approximately 90% of our Senior Officers and Executives attending the Aboriginal and Torres Strait Islander Cultural Awareness training, and the wrapping of a Transport Canberra bus in our reconciliation artwork by Lynnice Church Keen. We have also embedded an Acknowledgment of Country into the fabric of our significant meetings and events, and have affirmed our partnership with other directorates, the celebrations we hold dear for NAIDOC Week and National Reconciliation Week.

We recognise Aboriginal and Torres Strait Islander peoples as the Nation's First People. We support their right to freely determine their political status and their economic, social and cultural development in line with the right to self-determination. In delivering our services, we acknowledge the continuing contribution of the Traditional Custodians of this region, the Ngunnawal people and more broadly, the Aboriginal and Torres Strait Islander ACT community, and we continue to develop partnerships and engage with business and social enterprises wherever possible.

This Stretch RAP has been developed in collaboration with many areas across the Directorate, including Aboriginal and Torres Strait Islander and non-Indigenous employees. This was done through the delivery of a yarning together series which extended deep into our organisation.

Transport Canberra and City Services continues to focus on the customer experience, enhancing the way people move around the city and providing efficient and high-quality local services to the community. This Stretch RAP sets out strategic and practical actions that enable us to advance the work achieved in the first Innovate RAP. Our focus is now on implementing long-term strategies and working towards measurable targets and goals to ensure there are lasting reconciliation outcomes for all Australians.



Alison Playford

Director-General
TRANSPORT CANBERRA
AND CITY SERVICES



MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates Transport Canberra and City Services (TCCS) on its past successes and continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP) and first Stretch RAP.

As a RAP partner, TCCS is a member of a fast-growing collective of almost 1,000 organisations in Australia, all implementing plans of action based on the key pillars of the RAP program: relationships, respect and opportunities.

Since implementing its first RAP, TCCS has shown itself as a fine example of what RAPs can achieve. Using its resources creatively, TCCS has collaborated with the local Aboriginal community on important initiatives such as running Ngunnawal language classes in various ACT libraries; and providing a courtesy bus for Canberrans attending the Aboriginal and Torres Strait Islander ANZAC ceremony.

The flowerbed on Vernon Circle featuring colours from all three national Australian flags – and the Ngunnawal word ‘*Galambany*’, meaning ‘we, including you’ – is also a result of a collaboration between TCCS and the United Ngunnawal Elders Council. Wrapping a bus in the artwork of Ngunnawal artist, Lynnice Keen, for National Reconciliation Week in 2017 was a highly visible way to connect people with Ngunnawal culture. And I am pleased to see that the ‘Reconciliation Bus’ has become a part of TCCS’s daily operational fleet.

Looking to the future, TCCS will aim to strengthen the relationships it has developed with Aboriginal and Torres Strait Islander peoples, communities and organisations, with actions focused on inclusivity and collaboration. Activities aimed at increasing consultation with Aboriginal and Torres Strait Islander stakeholders for major capital works projects are a great example of this. It is also great to see TCCS reaching out to other ACT directorates to create new opportunities in supplier diversity, employment, training and skills development.

On behalf of Reconciliation Australia, I commend TCCS on its dedication to driving reconciliation and look forward to following its continued achievements.

A handwritten signature in white ink on a blue background, appearing to read 'KMundine'.

Karen Mundine

Chief Executive Officer
RECONCILIATION AUSTRALIA

THE STORY OF OUR ART

Relationships, 2019 acrylic on canvas



THE ARTIST

Lynnice Letty Keen is named after her grandmother Letty Little nee Bell, a beautiful Ngunnawal woman who inspires Lynnice to paint. Lynnice is a very proud Ngunnawal, Wiradjuri and Kamilaroi woman and has grown up in Canberra for much of her life. She has two children and a partner who is a Barkindji man from Wilcannia.

Lynnice has family connections that extend across Ngunnawal country (Canberra, Yass, Pudmans and Blakeney Creek), Wiradjuri Country (Tumut, Brungle Mission, Wagga, Cowra, and Narrandera to Gilgandra) and Kamilaroi Country (Walgett). Lynnice is passionate about her culture, people and land, and has always felt a strong spiritual connection and belonging to her home.

THE PAINTING

The painting is titled *Relationships*. It embodies the joining necessary for reconciliation.

At the centre, the symbols represent two people reaching out and coming together at a meeting place. The smaller circles behind are representative of connection and relationships being built upon individuals and community. It considers that relationships strongly founded on trust, mutual respect and understanding allow for shared learning and action together. The outer lines represent the journey or pathway continuing towards true reconciliation and our walk together, while the outer arches symbolise place and diversity of community.





OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to be a directorate that acknowledges our nation's shared histories and embraces the living cultures of Aboriginal and Torres Strait Islander peoples. In doing so, we walk together, fostering equality in the workplace and uniting with Aboriginal and Torres Strait Islander peoples, businesses and organisations in all services we deliver; strengthening us all as a nation.



OUR BUSINESS

Transport Canberra and City Services (TCCS) is the ACT Government directorate responsible for delivering the transport and local services Canberrans rely on every day.

WHY WE DO IT

Our vision is to make Canberra attractive, safe and easy to move around for all Canberrans and visitors. The directorate's mission *Connected services for the people of Canberra* captures the essence of our business. We are part of our community and we connect *with* the community in meaningful ways. Our mission is based on words that resonated with our people – connected, service, people, customer and Canberra.

Our goal is to support a liveable and prosperous city, ensuring we are creative and helpful in providing services, all the while creating more opportunities and growth to further Canberra as a competitive international city into the future.

SERVICES WE DELIVER TO THE COMMUNITY

Transport Canberra helps Canberrans move around the city. By aligning light rail, buses and active travel with roads, community paths, traffic management and other city services that focus on the infrastructure we meet the needs of our growing city.

City Services creates a modern urban environment whilst maintaining connections with the natural landscape. It delivers a range of essential services Canberrans rely on each day: building and managing roads, footpaths, street

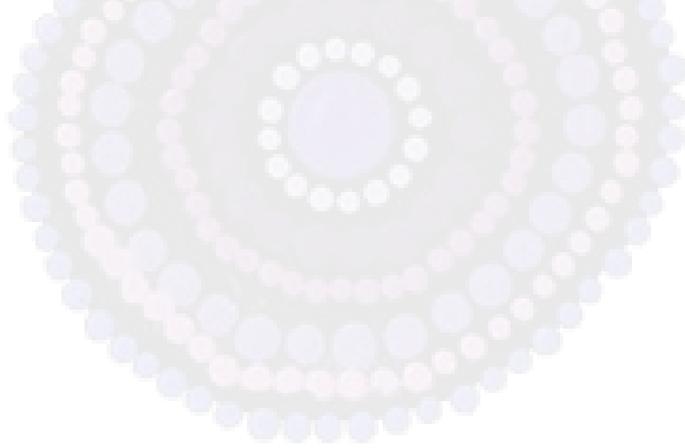
lights, cycle paths, public libraries, collecting recycling and waste, removing graffiti, upgrading shops and playgrounds and mowing grass. City Services is also responsible for the management of urban trees, public open spaces and city places including maintenance of shops, recreational spaces, domestic animal services, animal welfare and other licensing and compliance services including ranger services and permits for public land use.

TCCS also manages ACT Government businesses such as Capital Linen Service and Yarralumla Nursery and provides administrative oversight to the ACT Public Cemeteries Authority which operates the Woden, Gungahlin and Hall cemeteries.

TCCS delivers several essential services with the Aboriginal and Torres Strait Islander community. As the lead public transport provider in the ACT, we recognise the importance of supporting people in the community to stay connected. Through our flexible transport program, the Aboriginal and Torres Strait Islander Community Bus aims to help meet the needs of those in our community who are at risk of social isolation.

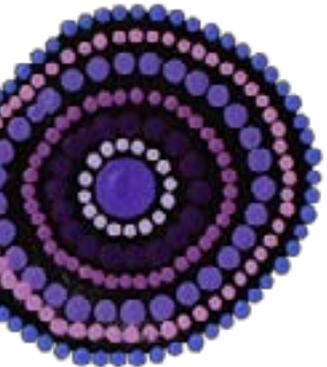
TCCS also provides programs that help non-Indigenous people recognise and celebrate Aboriginal and Torres Strait Islander histories and cultural practices. Wrapped in Lynnice Church Keen's beautiful artwork, *Mura Yerrabi Nguru* (meaning walk the path way to the camp), the Reconciliation Bus helps us to support the Canberra community to connect, celebrate with, and acknowledge Aboriginal and Torres Strait Islander people's heritage, cultures and achievements. Libraries ACT also provides inclusive public spaces that enhance connections between people as well as a wealth of resources that support lifelong learning and celebrate diversity.





HOW WE DO IT

The directorate is a rewarding and satisfying workplace, focussed on being socially inclusive, to shape progressive services to the Canberra community. This is demonstrated by our approachable, helpful and encouraging workplace culture. The enabler is our people. We recognise the value and understand the positive impact that Aboriginal and Torres Strait Islander employees have on how we deliver services for the Canberra community. We acknowledge the significance of our Aboriginal and Torres Strait Islander employees' heritage and contemporary know-how and skills. TCCS has established a range of strategies to support and embed Aboriginal and Torres Strait Islander peoples and cultures in our everyday business. As at December 2018, the directorate employed 1976 people covering a wide range of roles and responsibilities including bus operators, engineers, administration and financial officers, librarians, general service officers, graduates, trainees and apprentices. A total of 47 employees identified as Aboriginal and Torres Strait Islander representing 2.4% of the TCCS workforce.



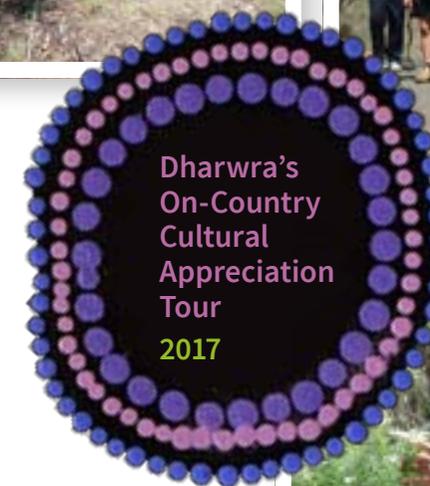
OUR RAP

Reconciliation is on the national agenda resulting in increased community expectations of government agencies to be leaders in this social reform. Reconciliation is about building better relationships between Aboriginal and Torres Strait Islander peoples and the broader community for the benefit of all Australians that are based on equality, respect and trust. Our reconciliation vision reflects this agenda. We will achieve this by expanding our understanding of Aboriginal and Torres Strait Islander cultures and histories, shaping change within the organisation's sphere of influence and embedding reconciliation initiatives into business as usual activities.

On 29 August 2016, Reconciliation Australia endorsed the TCCS Reconciliation Action Plan (RAP) as an Innovate RAP (2016-2018) stating the RAP is 'a strong Innovate RAP'.

The Innovate RAP launch was held at Corroboree Park, Ainslie on 7 September 2016, commencing at dawn representing a new beginning for the directorate. The formal proceedings included Ngunnawal woman Tina Brown giving the Welcome to Country, a smoking ceremony overseen by Ngunnawal Elder Carl Brown, and a yarning circle. The focus of the yarning circle was to allow participants to tell their story of reconciliation. The proceedings ended with representatives from the TCCS RAP Working Group presenting Reconciliation Australia with a copy of the RAP and Adrian and Tina Brown presenting a message stick to TCCS Director-General, Emma Thomas.

Since the launch, the TCCS RAP Implementation Working Group was established and included 20 TCCS employees, one employee from Chief Minister, Treasury and Economic Development Directorate and one from Environment, Planning and Sustainable Development Directorate. The working group has been meeting regularly since October 2016.



**Dharwra's
On-Country
Cultural
Appreciation
Tour
2017**





Curjio Cultural Learning Workshop



Eight members of the previous RAP Working Group were Aboriginal and/or Torres Strait Islander employees. The working group is co-chaired by Ben McHugh (RAP Executive Sponsor) and Jacob Keed (TCCS Indigenous Inclusion Advisor within the People and Capability team).

Our reconciliation vision is to be a directorate that acknowledges our shared histories and embraces the living cultures of Aboriginal and Torres Strait Islander peoples. In doing so, we walk together, fostering equality in the workplace and uniting with our Aboriginal and Torres Strait Islander partners as we deliver our services.

The Innovate RAP had 82 deliverables, all of which have been achieved. Many are now embedded within TCCS as business as usual activities. To bring about institutional and cultural change, many of these actions are given further focus to continue strengthening them within TCCS's customs and systems. We strive to prevent systemic racism while building relationships based on trust and respect. The workforce includes and supports the participation of our Aboriginal and Torres Strait Islander employees as equals and their unique rights are recognised and upheld.

Some key actions achieved and embedded within TCCS:

- > Aboriginal and Torres Strait Islander Cultural Awareness training, presented by Curjio, continues to be delivered and made available to all employees with approximately 60 employees having attended during 2017-18. This training has remained mandatory for all Executives and senior managers in TCCS.
- > In November 2017, we began offering a half-day On-Country Cultural Appreciation Tour provided by Dharwra Aboriginal Cultural Tours. The tour offers an introduction to Ngunnawal country, the Traditional Owners of the



**Reconciliation
Bus Launch
2017**



lands and waters in Canberra and region, Ngunnawal language, local bush tucker and the impact of non-Indigenous land management practices over the centuries. The tour is open to all TCCS employees.

- > A reconciliation information pack is given to all new employees to the directorate. The pack is accompanied with a conversation about reconciliation and includes a copy of TCCS's RAP, a series of factsheets and resource links.
- > A diversity scholarship program has been in place since February 2016. The scholarship is regularly promoted through all staff updates, posters, intranet and TCCS newsletter.
- > Since 2016, TCCS has participated in the Whole of Government Indigenous Vocational Traineeship program. Three trainees have been successfully placed within the directorate; in Roads ACT, City Presentation and Finance, Legal and Sustainability.
- > Aboriginal and Torres Strait Islander flags and TCCS Acknowledgement of Country are permanently displayed in the directorate's central office foyer and the adjacent complex where multiple TCCS business units are located.
- > A Transport Canberra bus has been wrapped with the Aboriginal artwork of Lynnice Church Keen. The bus, better known as the Reconciliation bus, was launched during National Reconciliation Week 2017 and continues to be part of the daily operational fleet. During National Reconciliation Week and NAIDOC Week, the Reconciliation bus visits community events, often being used as a safe place for adults to sit and yarn while children play.
- > Libraries ACT celebrated International Mother Language Day in February 2017 with a Traditional Owner presenting 'Story Time' with stories and songs in Ngunnawal language to 31 children and 21 adults. Since then Libraries ACT has extended their recurrent Lifelong Learning program sharing and

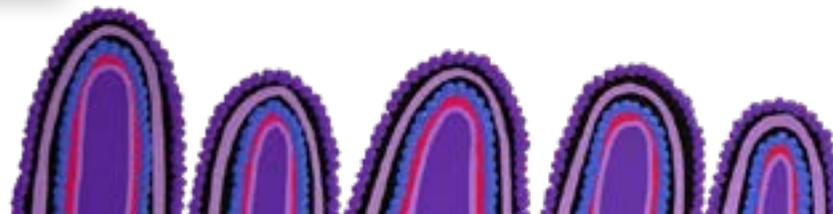


**Dharwra's
On-Country
Cultural
Appreciation
Tour
2017**



celebrating Aboriginal and Torres Strait Islander achievements and cultures with the wider community, including programs about Aboriginal painting, artefact making, and scar trees and other Indigenous plants, participating in NAIDOC by the Lake and Harmony Day.

- > Through Libraries ACT, TCCS organised an event to celebrate the 50th anniversary of the 1967 Referendum involving a presentation by Dr Anita Heiss at the Albert Hall on 2 June 2017.
- > Working in collaboration with the United Ngunnawal Elders Council, TCCS installed a flowerbed on Vernon Circle in May 2018. The flowerbed featured colours from all three national Australian flags and the Ngunnawal word 'Galambany' meaning 'we, including you'.
- > In a joint event the RAP Working Group and the TCCS Women's Network invited Aboriginal, Torres Strait Islander and non-Indigenous employees from TCCS and across ACT Government to attend the *Because of Her, We Can* lunch and afternoon tea. These events were about hearing the challenges Aboriginal and Torres Strait Islander women face and celebrating their achievements. The events were well attended, hearing from three strong Aboriginal and Torres Strait Islander women: Hayley McQuire, Director, Indigenous Youth Coalition; Kristie Peters, artist and business woman; and Cheryl Neal, Wing Commander, Defence.





**'Galambany'
Flowerbed
Planting
2018**



LEARNING ALONG THE WAY

Through consistent and ongoing respectful engagement with Aboriginal and Torres Strait Islander peoples and organisations, TCCS as a directorate has come a long way in the pursuit of understanding reconciliation in Australia. With genuine commitment to the implementation journey of the Innovate RAP, we gained greater insight and understanding into Aboriginal and Torres Strait Islander cultures, histories and the impact of colonialism. Many RAP deliverables were easily achieved, while others required us to pause, listen to our Ngunnawal Elders and community elected Indigenous leaders with open and respectful minds, and then reflect on what we were about to embark on. This meant delays in our RAP deliverable schedule, however, we valued the respectful process. Keeping in contact with Reconciliation Australia meant we had their support to continue this path. From our journey of the TCCS Innovate RAP, it has shown us how far we have yet to go towards true reconciliation as a united nation to which we are strongly committed.





CONTINUING THE YERRABI

Through a collaborative and participative approach, the RAP Working Group moved to develop our second RAP. Our determination is reflected in our RAP project name; *TCCS Continuing the Yerrabi* (*TCCS Continues the Walk*). The working group, co-chaired by Ben McHugh and Jacob Keed, has 21 TCCS employees involved from across the directorate, including Aboriginal or Torres Strait Islander employees.

We recognised the development of this RAP as another opportunity for employees from across the directorate to meet and cultivate new and strong relationships, and to continue to build TCCS’s reputation as a great place to work. We will further our understanding of Aboriginal and Torres Strait Islander cultures, engage with and build positive relationships based on mutual respect and trust with the Aboriginal and Torres Strait Islander community, and achieve practical outcomes that will contribute to the reconciliation agenda.

In preparation of creating the TCCS Stretch RAP, the Executive Board and the RAP Working Group embarked on a reflective learning journey. Scott Gorringer from MurriMatters, an Aboriginal owned and operated business, took us through a traditional discovery process called Engoori. Engoori belongs to Kurrithala Tjimpa (Black Hawk) of the Mithaka people of the far South West Queensland region. Engoori was used in the Wurthumpa ceremony that empowers people to embrace diversity, enabling forward movement. MurriMatters’ Engoori workshops are a contemporary interpretation of this very old relational protocol and conversational process to reaffirm strong positive relationships. With this new knowledge, we uncovered what we innately knew, that as a directorate we provide services not only to, and for, Aboriginal and Torres Strait Islander peoples but *with* Aboriginal and Torres Strait Islander peoples.



We thank Scott Gorrige and his staff for their readiness to share their culture, knowledge and guiding us through complex processes, empowering us to see life through a different lens.

With genuine respect, we held traditional yarning circles. The *Yarning Together* workshops were founded on the yarning circle's harmonious and collaborative way of communicating, aimed at encouraging responsible, respectful and honest interactions between participants, building trusting relationships, fostering accountability and providing a safe place to be heard and to be responsive.

The RAP Working Group facilitated multiple *Yarning Together* workshops across the directorate to meet and engage with colleagues. During these workshops, we collected over 140 reconciliation ideas. Through consultation, collaboration and deliberation, the working group drafted and redrafted the RAP with internal and external RAP friends. Our RAP was developed with advice and support from the ACT Office for Aboriginal and Torres Strait Islander Affairs, the ACT Aboriginal and Torres Strait Islander Elected Body and Reconciliation Australia. We also extended an invitation to the United Ngunnawal Elders Council to provide input into our RAP. With positive cultural change within the organisation, the business as usual actions from the previous RAP have been threaded throughout this RAP making up 52% of the TCCS Stretch RAP. This allows us opportunities for workplace customs and business systems to be built on and strengthened. Other reconciliation actions are new initiatives focusing on partnering with Aboriginal and Torres Strait Islander businesses and community, shaping change within the organisation's sphere of influence.



Learning about
Cultural Lands
and Waters –
Jerrabomberra
Wetlands
2017





BEING ACCOUNTABLE

TCCS believes in long term sustainable investment in reconciliation by incorporating all deliverables into our day-to-day business and culture. To ensure this RAP sees great outcomes, the establishment of a robust governance program will be initiated from the outset. The deliverables within this RAP came from our many *Yarning Together* workshops from across TCCS. Their continual respectful and honest participation in implementing the RAP will foster accountability, build trust and provide a safe place for all to be heard and to be responsive. Deliverable 1.2 – *The RAP Advisory Committee will have an inclusive philosophy that accepts all employees registering their interest to participate in the development and implementation of the RAP. It will ensure that Aboriginal and Torres Strait Islander peoples are well represented, is a core philosophy of the directorate.*

To complement this deliverable, the TCCS RAP Advisory Committee membership of Aboriginal and Torres Strait Islander peoples and non-Indigenous people will oversee the implementation of the RAP, monitoring progress and providing guidance and advice to the directorate. We have committed each RAP deliverable an assigned deliverable administrator and key decision maker, while including all relevant stakeholders.

We are sincerely grateful to all those who participated and supported us in the development of this RAP.

Members	Areas
Amelia Dillon	Transport Planning and Policy
Antoinette Buchanan	Libraries ACT
Ben McHugh (Co-Chair and Executive sponsor)	City Services
Bronwyn Chamberlain	People and Capability
Debbie Butt	Chief Information Office
Dominic Maher	Public Transport Operations
Ella Doney	Capital Works – Urban
Jacob Keed (Co-Chair)	People and Capability
Jill Reay-Smith	People and Capability
John Peri	Urban Treescapes
Kerriann Ryan	Public Transport Operations
Kim Bryant	Public Transport Operations
Lee Hoskins	Sustainability, Facilities and Fleet
Lela Hopkins	Libraries ACT
Lisa Flederis	Urban Treescapes
Megan Oldfield	Light Rail
Pam Beattie	Chief Information Office
Sadaf Khan	Roads Maintenance
Sanzida Akhter	NoWaste
Toni Hicks	People and Capability

We would also like to thank colleagues who helped us along the way but are no longer with the directorate – Emma Thomas, Lachlan Leslie, Jessica Shepard, Nicole Stevens, Callie Barrett and Sophie Clement.

BUSINESS AS USUAL: TCCS RECONCILIATION STORIES



INTERNATIONAL MOTHER LANGUAGE DAY

International Mother Language Day is an important day for Libraries ACT. In 2019 we celebrated at Kippax Library on the 21st February. We enjoyed Aboriginal performers from the Ngunnawal and Wiradjuri nations, who entertained a large group of children, parents and their carers from local community organisations.

Richie Allan taught the children words in Ngunnawal language and played his didgeridoo to make animal sounds that the children had to identify, and kids scrambled to hold up pictures of the animals to match the sounds from the didgeridoo. The children then donned masks of emus, kangaroos and Indigenous hunters to act out a story told by Wiradjuri man Larry Brandy.

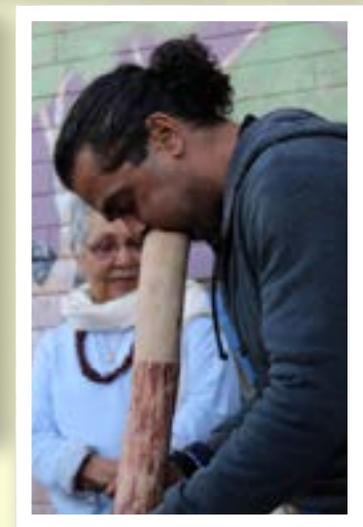
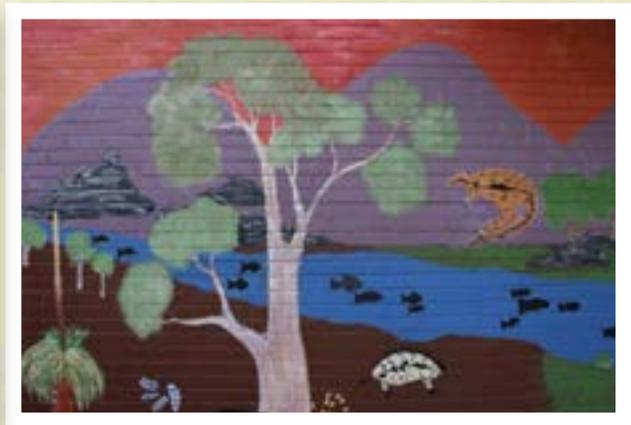
We received great feedback from the day, and Libraries ACT are thankful for all who participated.

TWO-WAY KNOWLEDGE – TWO-WAY ART PROJECT IN WATSON

In May 2018 the Watson shops received a welcome injection of colour and culture, with a mural project to celebrate Reconciliation Day as part of the Two-Way art project. *The project was led by some of Canberra's First Peoples and traditional Owners including Ngambri elder Dr Matilda House, Ngunnawal elders from the Brown family, and their families Michelle House, Daniel Williams and Adrian Brown.*

The Two-Way art project draws in researchers and practitioners at the ANU across First Nations policy research, visual arts, music and science communication. It aims to engage First Nations peoples in Canberra and Queanbeyan as partners in the production and communication of two-way knowledge in the arts and social sciences using new media, storytelling, participatory research methods and socially engaged arts. This grew out of a creative partnership between ANU researcher Dr Kirrily Jordan and Ngunnawal elder Tina Brown with young Ngunnawal men Jaylan Williams, Shyloe Williams and Thomas.

We in TCCS were proud to take an active role in the project through our graffiti management program by negotiating approval for the mural and providing artists fees, paint, equipment and anti-graffiti coating for the wall.





YARRUNDHAMARRA CREATIONS GO FIELD SIDE

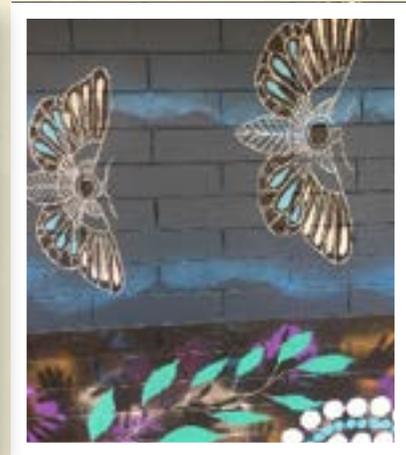
Waramanga district playing fields

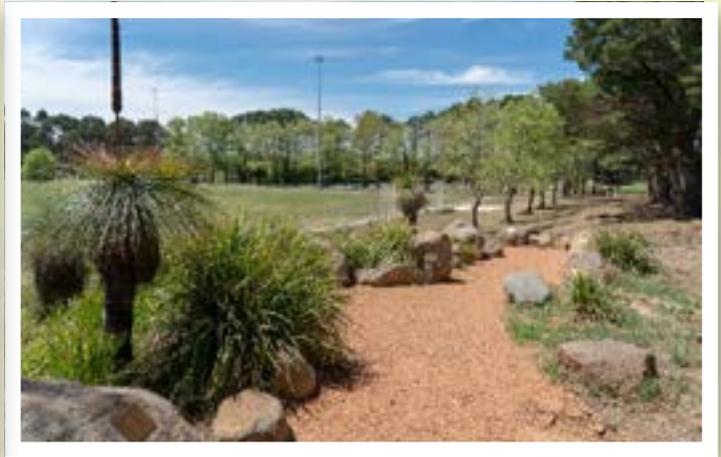
In 2018 TCCS started the refurbishment of the Waramanga district playing fields as part of our ongoing facilities improvement program. For Waramanga however, this was more than a typical upgrade. In addition to the usual refurbishment, the oval was brought to life with Indigenous artworks on the pavilion and nine floodlighting towers.

For the Waramanga project we engaged and commissioned a local Aboriginal artist Kristie Peters from Yarrundhamarra Creations to deliver these artworks with the input of local school students. With support from Arawang Primary School Principal Jennifer Page, over 500 students learnt from Kristie the importance of Indigenous culture represented through art and had the opportunity to contribute to the art themselves by incorporating their handprints into the artwork.

This project demonstrates the great potential for partnerships between our directorate, local schools, and the local Aboriginal and Torres Strait Islander community. Partnerships like this not only contribute to reconciliation, but also boost the visual appeal of our city by reducing vandalism and providing a medium for local artists to display and promote their work.

We thoroughly enjoyed working with Kristie and her wonderful team of family and friends who helped in the delivery of this major artwork. Community feedback has been positive, and we are well placed to consider similar projects in the future.



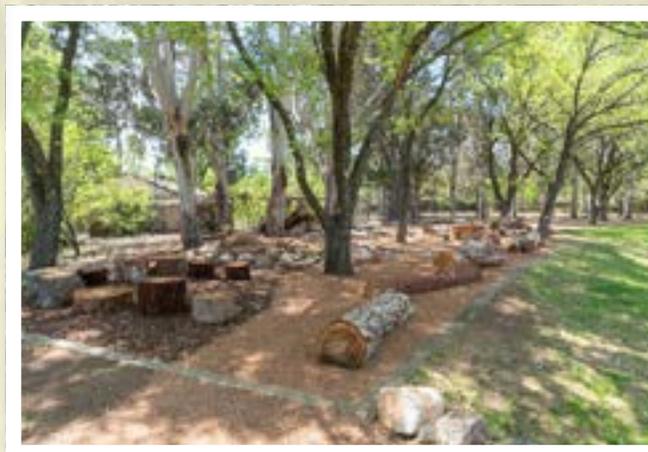
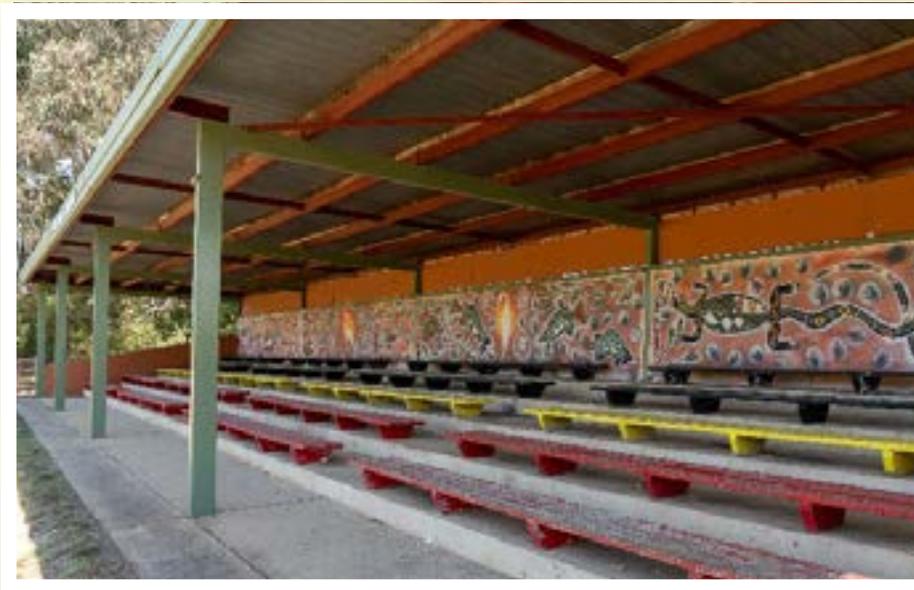


RETURNING HOME – BOOMANULLA OVAL

For over 30 years Boomanulla Oval in Narrabundah has been a central sporting and cultural activity site for Aboriginal and Torres Strait Islander peoples in the ACT. Its history is rich with stories of Indigenous sporting success, personal achievement, community gatherings and youth support, all of which contribute to wider health and wellbeing benefits for our Indigenous community.

In 2014 the Aboriginal Corporation for Sport and Recreation Activities made the decision to shut down Boomanulla Oval due to financial difficulties. After 30 years in the community, the gates of Boonamulla were closed.

In early 2018, Transport Canberra and City Services began conversations with the Elected Body and community representatives to talk about how this important facility could be brought to life again. We got to work improving the safety, security and functionality of the site including a full refurbishment of the main building, construction of a new kids' 'Nature



Play' area, the restoration of the Garden of Achievement and a permanent shelter over the Tunganili Place of Corroboree. In February 2019 we began work on restoring the oval surface, allowing Aboriginal and Torres Strait Islander sporting teams like the Boomanulla Raiders to return home.

Looking ahead, the Aboriginal and Torres Strait Islander community will lead an artwork program including murals, totem poles and other artwork opportunities. The program will engage groups including schools, youth groups, Elders and men's and women's groups, artists, Traditional Custodian cultural providers, detainees at the Alexander Maconochie Centre and the community more broadly.

The combined impact of ours and the community's efforts has brought Boonamulla back to life. With continuing efforts we will soon see its gates open to the community again.

RELATIONSHIPS

During our Innovate RAP journey, we have further developed and enriched our understanding that genuine reconciliation requires personal connections. By strengthening our respectful relationships between Aboriginal and Torres Strait Islander employees and other employees within our organisation, we can bring about improved collaboration, innovation and great customer service both within our directorate and through our engagements with the community.

Action	Deliverable	Timeline	Responsibility
1. RAP Advisory Committee actively monitors RAP development and implementation	1.1 The RAP Advisory Committee will oversee the development, endorsement and launch of the RAP.	February 2019	<ul style="list-style-type: none"> Inclusion Officer (People and Capability)
	1.2 The RAP Advisory Committee will have an inclusive philosophy that accepts all employees registering their interest to participate in the development and implementation of the RAP. It will ensure that Aboriginal and Torres Strait Islander peoples are well represented.	February 2019	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	1.3 Meet at least four times per year to monitor and report on RAP implementation.	February May August November 2019-2022	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	1.4 The RAP Advisory Committee will be co-chaired by the Executive Sponsor and an Aboriginal or Torres Strait Islander employee (representative).	February 2019	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	1.5 The RAP Advisory Committee will establish a Terms of Reference, covering responsibility, authority, objectives and duties.	April 2019	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	1.6 Investigate and, if feasible, establish an Aboriginal and Torres Strait Islander reference group, structured with TCCS and external members, to provide cultural advice and guidance to the directorate.	June 2019	<ul style="list-style-type: none"> TCCS RAP Co-Chairs Inclusion Officer (People and Capability)



Action	Deliverable	Timeline	Responsibility
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	2.1 Organise two internal NRW events each year.	27 May – 3 June, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	2.2 Register all NRW events via Reconciliation Australia's NRW website.	27 May – 3 June, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	2.3 Encourage TCCS employees and senior leaders to participate in external events to recognise and celebrate NRW.	27 May – 3 June, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Executive Branch Manager (Communications) Inclusion Officer (People and Capability)
	2.4 Ensure our RAP Advisory Committee participates at least in one external NRW event each year.	27 May – 3 June, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	2.5 Collaborate with other ACT Government directorates to develop joint events promoting reconciliation such as Tree Week, International Women's Day and ACT Reconciliation Day.	27 May – 3 June, annually	<ul style="list-style-type: none"> Executive Branch Manager (Urban Treescapes) Executive Sponsor (TCCS Women's Network)
	2.6 Continue to make available TCCS reconciliation (RAP) bus for community events during NRW and NAIDOC celebrations.	27 May – 3 June, annually	<ul style="list-style-type: none"> Executive Branch Manager (Transport Canberra Operations)



Action	Deliverable	Timeline	Responsibility
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	3.1 Develop and implement an engagement action plan to work with our Aboriginal and Torres Strait Islander stakeholders.	March 2020	• Inclusion Officer (People and Capability)
	3.2 Undertake customer engagement to better understand Aboriginal and Torres Strait Islander community opinion of TCCS services.	November 2019	• Executive Branch Manager (Innovation and Customer Experience)
	3.3 Create a Libraries ACT school holiday program for adults and children, celebrating Aboriginal and Torres Strait Islander cultures.	July 2019	• Executive Branch Manager (Libraries ACT)
	3.4 Collaborate with and promote to the local Aboriginal and Torres Strait Islander community and sporting groups the opportunities and processes for accessing public sporting fields.	April 2020	• Executive Branch Manager (City Presentation)
	3.5 Explore and, if appropriate, implement reconciliation actions into the Better Suburbs program.	September 2019	• Manager (Strategic Planning and Development)
	3.6 Establish a minimum of five two-way partnerships across TCCS with Indigenous businesses and community.	September 2019	• TCCS Executive Branch Managers



Action	Deliverable	Timeline	Responsibility
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	4.1 Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	March 2019	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Executive Branch Manager (Communications) Inclusion Officer (People and Capability)
	4.2 Include RAP update at TCCS Exchange expo.	July, annually	<ul style="list-style-type: none"> Executive Branch Manager (Communications) TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	4.3 Maintain a TCCS RAP intranet page that communicates TCCS RAP commitments, progress reports, and provides opportunity for feedback.	October, annually	<ul style="list-style-type: none"> Executive Branch Manager (Communications) Inclusion Officer (People and Capability)
	4.4 Investigate, and implement where achievable, other opportunities for non-Indigenous employees to meet and talk with Aboriginal and Torres Strait Islander employees.	April, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability)
	4.5 Continue to have Yarning Together sessions across the directorate that promote reconciliation, including guest speakers.	April, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	4.6 Engage with our Ngunnawal Elders in the delivery of RAP outcomes.	February May August November 2019-2022	<ul style="list-style-type: none"> TCCS RAP Co-Chairs Inclusion Officer (People and Capability)
	4.7 Promote TCCS as a RAP organisation using the RAP artwork embedded in: <ul style="list-style-type: none"> a. Directorate's vehicle signage. b. Decals on our buildings and buses. c. Construction fencing cloth (perhaps using the artwork). 	June 2022	<ul style="list-style-type: none"> Manager (Sustainability, Facilities and Fleet) Executive Branch Manager (Transport Canberra Operations) Director (Capital Works)
	4.8 Investigate and, where feasible, implement pathway markings with an Aboriginal and Torres Strait Islander theme such as children's playground – soft fall design games, snakes and ladders, tic tac toe.	June 2019	<ul style="list-style-type: none"> Executive Branch Manager (City Presentation) Senior Manager (Asset Management Planning) Inclusion Officer (People and Capability)

RESPECT

TCCS holds respect as one of the core values of our directorate, and we believe respect is what enables relationships to grow and opportunities to open. We believe respect can be developed through being open, and we can share experiences and knowledge and create a safe environment for the understanding of Aboriginal and Torres Strait Islander histories, cultures and customs.

Action	Deliverable	Timeline	Responsibility
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	5.1 Review TCCS policies relating to cultural learning to ensure there are no barriers to our employees participating in cultural learning activities.	December 2019	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development) Inclusion Officer (People and Capability)
	5.2 Develop a TCCS Aboriginal and Torres Strait Islander Cultural Proficiency Strategy that will be implemented, reviewed and promoted across the directorate. The strategy will define continuous cultural learning needs of employees in all areas of our business and consider sustainable ways cultural learning can be provided to meet business units' needs. In response to the diversity of our workforce the strategies can include online, face-to-face and/or cultural immersion.	December 2022	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development) Inclusion Officer (People and Capability)
	5.3 Continue to ensure Aboriginal and Torres Strait Islander Cultural Awareness training is available for all employees with a target of 4% attendance.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development) Inclusion Officer (People and Capability)
	5.4 Continue to mandate attendance of SOGC employees (equivalent and above, including Executives) at the Aboriginal and Torres Strait Islander Cultural Awareness training with a target of 95% attendance.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development) TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)



Action	Deliverable	Timeline	Responsibility
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	5.5 Review current cultural learning opportunities, and where feasible implement new opportunities supporting TCCS's next stage of cultural learning.	August, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development) TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	5.6 Include in TCCS Exchange, a horticultural display that raises awareness of the significance of local native plants to the Ngunnawal people.	June, annually	<ul style="list-style-type: none"> General Manager (Yarralumla Nursery)
	5.7 Explore the opportunity to mandate Aboriginal and Torres Strait Islander Cultural Awareness Training for employees who have regular contact with the public and, if feasible, target approximately 5% in the first mandated year, then with a review to improve the success rate.	August 2020	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development)
	5.8 Executives and RAP Advisory Committee to undertake Aboriginal and Torres Strait Islander online Cultural Competency training in addition to general awareness training.	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) TCCS RAP Co-Chairs Inclusion Officer (People and Capability)
	5.9 All Libraries ACT employees to complete an online Aboriginal and Torres Strait Islander online Cultural Competency foundation course.	June 2021	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT)
	5.10 Continue to ensure a cultural immersion program into Ngunnawal Country is available for all TCCS employees and with a focus on all Executives participating.	June 2022	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development)
	5.11 Investigate and, where achievable, implement educational opportunities concerning local heritage sites for relevant TCCS employees.	November 2021	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development)
	5.12 The RAP Advisory Committee to attend a minimum of two learning opportunities externally available such as gallery exhibits and cultural weaving workshops.	June 2021	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)

Action	Deliverable	Timeline	Responsibility
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	5.13 Include in senior executive performance plans a commitment to undertake a cultural learning activity. For example, learn the Acknowledgment of Country in Ngunnawal.	May 2020	• Executive Branch Manager (People and Capability)
	5.14 Promote the Reconciliation Australia's Share Our Pride online tool to all employees.	October, annually	• Executive Branch Manager (Communications) • Inclusion Officer (People and Capability)
	5.15 Develop key performance indicators concerning cultural awareness and embed them into performance plans for employees who have regular contact with the public.	June 2022	• Executive Branch Manager (People and Capability)
	5.16 Explore and, if feasible, implement opportunities for TCCS horticultural related areas to learn about local native plants that have cultural significance to the Ngunnawal people.	August 2021	• Executive Branch Manager (City Presentation)
	5.17 Include in Floriade a display garden with local Aboriginal and Torres Strait Islander plants that have cultural significance for Aboriginal and Torres Strait Islander peoples.	June 2022	• Executive Branch Manager (City Presentation)
	5.18 In collaboration with Parks and Conservation Services hold a joint information / interactive stall at Floriade.	September 2020	• Director (City Presentation)
	5.19 Explore and implement opportunities for employees to learn more about Aboriginal and Torres Strait Islander languages.	February 2020	• Executive Branch Manager (People and Capability)
	5.20 Place National flags at each of the library branches.	June 2021	• Executive Branch Manager (Libraries ACT)
	5.21 Display Acknowledgement of Country sign at the directorate's multiple workplace locations and community spaces such as the library branches and depot workplaces.	June 2021	• Chief Finance Officer (Finance) • Manager (Sustainability, Facilities and Fleet)

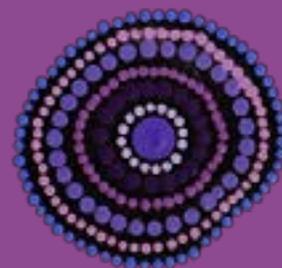




Action	Deliverable	Timeline	Responsibility
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	5.22 All new TCCS refurbishments to consider incorporating Aboriginal and Torres Strait Islander art such as the design of the furniture fabric, flooring and glasswork.	June 2021	<ul style="list-style-type: none"> Chief Operating Officer (Chief Operating Officer Group) Chief Finance Officer (Finance) Manager (Sustainability, Facilities and Fleet)
	5.23 Explore and, if feasible, include Aboriginal and Torres Strait Islander artwork in new TCCS buildings.	June 2021	<ul style="list-style-type: none"> Chief Operating Officer (Chief Operating Officer Group) Chief Finance Officer (Finance) Manager (Sustainability, Facilities and Fleet)
	5.24 When transitioning to new directorate/business unit uniforms, consider including a cloth patch that has the Aboriginal and Torres Strait Islander flags and/or Aboriginal and Torres Strait Islander art.	June 2022	<ul style="list-style-type: none"> TCCS Executive Board TCCS RAP Executive Sponsor
	5.25 Investigate and, where feasible, implement opportunities to include Aboriginal and Torres Strait Islander art in unique open spaces e.g. skate parks, building site screens, roundabouts.	June, annually	<ul style="list-style-type: none"> Senior Manager (Infrastructure Planning)
	5.26 Commission additional Aboriginal and Torres Strait Islander artwork that continues the TCCS reconciliation journey to be used to wrap a bus.	February 2019	<ul style="list-style-type: none"> Executive Branch Manager (Transport Canberra Operations) TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	5.27 Investigate, and where feasible, upgrade suitable locations for a permanent landscape design that promotes Aboriginal and Torres Strait Islander culture such as the centre of a roundabout or City Presentation flowerbed.	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (Capital Works) Executive Branch Manager (City Presentation)
	5.28 Develop partnerships with the Ngunnawal community in building opportunities to share interests and expertise in propagation and plant use of local native plants that have cultural significance.	June 2022	<ul style="list-style-type: none"> General Manager (Yarralumla Nursery) Inclusion Officer (People and Capability)

Action	Deliverable	Timeline	Responsibility	
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	5.29	Submit a proposal to Chief Minister, Treasury and Economic Development Directorate to create a policy concerning new signage to be in both English and Ngunnawal, and work with relevant stakeholders to implement.	June 2021	<ul style="list-style-type: none"> TCCS RAP Executive Sponsor Director (Roads ACT)
	5.30	In collaboration with stakeholders implement, if feasible, co-signage in Ngunnawal and English of local areas in and around Canberra.	June 2022	<ul style="list-style-type: none"> TCCS RAP Co-Chairs Executive Branch Manager (Roads ACT) Inclusion Officer (People and Capability)
	5.31	Create Aboriginal and Torres Strait Islander resources kits for use in Libraries ACT Branches.	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT)
	5.32	Present an annual program celebrating Ngunnawal language in Libraries ACT Branches.	February 2020	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT)
	5.33	Create an Aboriginal and Torres Strait Islander Peoples Collection Strategy for Libraries ACT.	March 2020	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT)
	5.34	Investigate, and implement where appropriate, signage to identify library materials of Aboriginal and Torres Strait Islander authorship and/or content.	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT)
	5.35	Participate in events that celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	June, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Executive Branch Manager (Communications) Inclusion Officer (People and Capability)
	5.36	Participate in events that acknowledge Aboriginal and Torres Strait Islander contribution to Australia's history such as a bus to the Aboriginal and Torres Strait Islander ANZAC ceremony.	April, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Executive Branch Manager (Communications) Executive Branch Manager (Transport Canberra Operations) Inclusion Officer (People and Capability)

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	6.1 Explore and, if achievable, implement ways to raise awareness of language and culture in the workplace and in our day-to-day business. <ol style="list-style-type: none"> Acknowledgement of Country is embedded into Transport Canberra Operational passenger information display located on the buses. In each TCCS meeting room have an Acknowledgement of Country framed. TCCS signature block includes an Acknowledgement of Country in English and Ngunnawal. Acknowledgement of Country is included at the commencement of important meetings. Acknowledgement of Country is included at the commencement of all public events. 	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (Communications) Director (Transport Canberra Operations) Manager (Sustainability, Facilities and Fleet) TCCS RAP Co-Chairs RAP Advisory Committee
	6.2 Create a policy and procedure for the use of Welcome to Country and Acknowledgement of Country at Libraries ACT events, including an acknowledgement suitable for children.	May 2020	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT) Inclusion Officer (People and Capability)
	6.3 Invite a local Traditional Owner to provide a Welcome to Country at two significant events each year, including the Light Rail launch.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (Communications) Inclusion Officer (People and Capability)
	6.4 Investigate, develop and, where feasible, implement a policy that utilises the wood from removed urban trees for carving art pieces with Aboriginal and Torres Strait Islander themes.	December 2020	<ul style="list-style-type: none"> Executive Branch Manager (City Presentation) Manager (Urban Treescapes) Inclusion Officer (People and Capability)
	6.5 Investigate and, where appropriate, incorporate traditional land management practices into day-to-day business.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (City Presentation) Inclusion Officer (People and Capability)



Action	Deliverable	Timeline	Responsibility
7. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	7.1 Review human resource policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	First week in July, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Manager (Employee Relations)
	7.2 Enable Aboriginal and Torres Strait Islander employees to utilise relevant leave provisions to attend NAIDOC Week events.	July, annually	<ul style="list-style-type: none"> TCCS Leadership Team TCCS RAP Executive Sponsor Inclusion Officer (People and Capability)
	7.3 Support all employees, both Aboriginal and Torres Strait Islander and non-Indigenous employees, to participate in community NAIDOC Week events.	July, annually	<ul style="list-style-type: none"> TCCS Leadership Team TCCS RAP Executive Sponsor Inclusion Officer (People and Capability)
	7.4 In consultation with Aboriginal and Torres Strait Islander peoples, host an internal NAIDOC Week event.	July, annually	<ul style="list-style-type: none"> TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	7.5 Support external NAIDOC Week community events.	July, annually	<ul style="list-style-type: none"> TCCS Executive Board TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)
	7.6 Investigate the opportunity for TCCS to sponsor an award at the annual NAIDOC Awards Ball.	July, annually	<ul style="list-style-type: none"> TCCS Executive Board TCCS RAP Co-Chairs TCCS RAP Advisory Committee Inclusion Officer (People and Capability)

OPPORTUNITIES

We recognise the importance of economic advancement for Aboriginal and Torres Strait Islander peoples. We want to continue to create opportunities through diversity supply, our workforce and community engagement. We believe by doing this, our directorate will better reflect the community and therefore be better placed to provide excellent services.

Action	Deliverable	Timeline	Responsibility
8. Increase Aboriginal and Torres Strait Islander recruitment and retention	8.1 Increase Aboriginal and Torres Strait Islander employment from 2.5% to 3% of the workforce with a focus on opportunities in management and leadership roles.	June 2022	<ul style="list-style-type: none"> TCCS Executive Board Executive Branch Manager (People and Capability)
	8.2 Create two new employment opportunities annually utilising the Identified Positions provisions such as a Library Services Officer, Recruitment Advisor and RAP Support Officer.	June, annually	<ul style="list-style-type: none"> TCCS Executive Board Executive Branch Manager (People and Capability)
	8.3 Continue participating in the Whole of Government Indigenous Vocational programs.	December, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Advisor (Culture and Strategy)
	8.4 Continue to develop, implement and review the Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Inclusion Officer (People and Capability)
	8.5 Investigate and, if feasible, implement professional development opportunities that partner with key industry institutions such as CPA Australia, Engineering Australia and Australian Library and Information Association.	June 2022	<ul style="list-style-type: none"> TCCS Leadership Team
	8.6 Investigate and, if attainable, implement an internship in Libraries ACT.	June 2021	<ul style="list-style-type: none"> Executive Branch Manager (Libraries ACT)
	8.7 Ensure executive vacancies are advertised through Aboriginal and Torres Strait Islander recruitment agencies.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Manager (Employee Relations)

Action	Deliverable	Timeline	Responsibility
8. Increase Aboriginal and Torres Strait Islander recruitment and retention	8.8 Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment, retention and professional development strategies.	April, annually	<ul style="list-style-type: none"> Inclusion Officer (People and Capability)
	8.9 Continue to advertise all job vacancies in Aboriginal and Torres Strait Islander media.	June, annually	<ul style="list-style-type: none"> TCCS Leadership Team Inclusion Officer (People and Capability)
	8.10 Recruit an Aboriginal and Torres Strait Islander professional to lead the mentoring network for all TCCS employees and assist TCCS in building relationships with the Aboriginal and Torres Strait Islander local community.	June 2021	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Inclusion Officer (People and Capability)
	8.11 Investigate opportunities to work with specialised employment agencies in identifying suitable job applicants.	June, annually	<ul style="list-style-type: none"> Inclusion Officer (People and Capability)
	8.12 Investigate opportunities and, where appropriate, promote directorate employment opportunities within the local Aboriginal and Torres Strait Islander community that targets Aboriginal and Torres Strait Islander job seekers.	June, annually	<ul style="list-style-type: none"> Executive Branch Manager (Communications) Inclusion Officer (People and Capability)
	8.13 Hold a 'Try a Trade' stall at the Career Expo utilising local Aboriginal and Torres Strait Islander plants suitable for traditional bush tucker.	June 2022	<ul style="list-style-type: none"> Floriade Head Gardener (Planning and Programs)
	8.14 Explore and, if achievable, collaborate with Chief Minister, Treasury and Economic Development Directorate, or relevant directorate, the opportunity to assist Aboriginal and Torres Strait Islander job seekers with application processes.	June 2021	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability)
	8.15 Partner with a range of Aboriginal and Torres Strait Islander stakeholders to develop opportunities for young Aboriginal and Torres Strait Islander adults to have conversations with TCCS about career options.	August 2021	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability)

Action	Deliverable	Timeline	Responsibility
8. Increase Aboriginal and Torres Strait Islander recruitment and retention	8.16 Develop and implement a short work experience program, with mentor support, as Aboriginal and Torres Strait Islander students are rotated through the directorate's workplaces.	June 2022	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Senior Director (People and Capability) Inclusion Officer (People and Capability)
	8.17 Create Australian School Based Apprenticeship opportunities within the Gungahlin City Presentation Project.	February 2021	<ul style="list-style-type: none"> Executive Branch Manager (City Presentation) Advisor (Culture and Strategy)
	8.18 Investigate and, if feasible, involve the Traditional Ngunnawal Owners, Parks and Conservation Services and ACT Heritage with the Gungahlin City Presentation Project.	February 2020	<ul style="list-style-type: none"> Executive Branch Manager (City Presentation) Manager (Planning and Programs)
	8.19 Explore and, if achievable, partner with Justice and Community Safety Directorate (Alexander Maconochie Centre) and Community Services Directorate (Bimberi) to provide skill development and employment opportunities.	September 2020	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Manager (Employee Relations)
	8.20 Maintain and expand TCCS Diversity Scholarship program to include a management pathway.	November 2019	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Inclusion Officer (People and Capability)
	8.21 Explore and implement the opportunity to fund a place in a Manager Development Program for an Aboriginal or Torres Strait Islander employee.	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Inclusion Officer (People and Capability)
	8.22 Maintain the Aboriginal and Torres Strait Islander Peer to Peer Support Group and work in collaboration with the group to enhance employment opportunities within the directorate.	June 2020	<ul style="list-style-type: none"> Executive Branch Manager (People and Capability) Assistant Director (Learning and Development)

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity	9.1 Collaborate with Shared Services Procurement, Supply Nation and Indigenous Business Australia to develop business opportunities within TCCS projects.	June 2021	<ul style="list-style-type: none"> Executive Branch Manager (Legal and Contracts)
	9.2 Investigate and, if feasible, implement a consultation process for major capital works projects with Aboriginal and Torres Strait Islander stakeholders.	June 2022	<ul style="list-style-type: none"> Executive Branch Manager (Capital Works)
	9.3 TCCS will comply with <i>ACT Whole of Government Aboriginal and Torres Strait Islander Procurement Policy, 2019</i> . In alignment with this policy, we will annually review our progress against its key measures and set target obligations, and identify improvements and new opportunities in relation to the directorate's policy commitments.	June 2022	<ul style="list-style-type: none"> TCCS Executive Board Executive Branch Manager (Legal and Contracts)
	9.4 Develop a commercial relationship with Aboriginal and/or Torres Strait Islander businesses around building local native plant stock that have cultural significance for the Ngunnawal people.	June 2022	<ul style="list-style-type: none"> Executive Branch Manager (City Presentation) Executive Branch Manager (Legal and Contracts) Manager (Yarralumla Nursery)
	9.5 Explore opportunities to engage with Aboriginal and Torres Strait Islander artists to participate in the Graffiti Renewal Program.	June 2021	<ul style="list-style-type: none"> Manager (Planning and Programs)
	9.6 Create a policy that considers Aboriginal and Torres Strait Islander cultural views to be incorporated into capital works standards and briefs.	September 2020	<ul style="list-style-type: none"> Executive Branch Manager (Capital Works)



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
10. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	10.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • TCCS RAP Advisory Committee • Inclusion Officer (People and Capability)
	10.2 Investigate and, if feasible, participate in the RAP Barometer or alternative opportunities to measure the impact of RAP activities such as partnering with a university to undertake the research.	May 2020	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • Executive Branch Manager (People and Capability) • Advisor (Culture and Strategy) • Inclusion Officer (People and Capability)
	10.3 Develop and implement systems and capability needs to track, measure and report on RAP activities.	March 2019	<ul style="list-style-type: none"> • Inclusion Officer (People and Capability)
11. Report RAP achievements, challenges and learnings internally and externally	11.1 Publicly report our RAP achievements, challenges and learnings.	July, annually	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • TCCS RAP Advisory Committee • Executive Branch Manager (Communications) • Inclusion Officer (People and Capability)
	11.2 RAP progress to be included in the directorate's Annual Report.	July, annually	<ul style="list-style-type: none"> • Executive Branch Manager (Governance and Ministerial Services) • Senior Director (Organisational Development)
	11.3 Continue to communicate quarterly updates on RAP progress to all TCCS employees.	Quarterly	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • Inclusion Officer (People and Capability)

Action	Deliverable	Timeline	Responsibility
12. Review, refresh and update RAP	12.1 Through collaboration and consultation with Reconciliation Australia, other ACT Directorates, external stakeholders and the RAP Advisory Committee, develop a new RAP based on learnings, challenges and achievements.	April 2021	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • TCCS RAP Advisory Committee • Inclusion Officer (People and Capability)
	12.2 TCCS RAP Advisory Committee to submit a RAP draft to Reconciliation Australia for feedback.	February 2022	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • TCCS RAP Advisory Committee • Inclusion Officer (People and Capability)
	12.3 TCCS RAP Advisory Committee to submit draft RAP to Reconciliation Australia for formal endorsement.	June 2022	<ul style="list-style-type: none"> • TCCS RAP Co-Chairs • TCCS RAP Advisory Committee • Inclusion Officer (People and Capability)





ACT
Government

Transport Canberra
and City Services

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For further information on the *Reconciliation Action Plan* contact the Inclusion Officer at Transport Canberra and City Services, at email TCCS.StrategicHR@act.gov.au or telephone 6205 9002.

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