

 **CROSSRIVERRAIL**

Innovate Reconciliation Action Plan

October 2021 to October 2023



RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgment of Country

We acknowledge the Traditional Owners of the land on which we live and work.
We pay our respects to the Elders, past and present.

Throughout time, Brisbane, the land by the river,
has been a path of transport for all people.
A place of connection, a place of many tracks.

The Ancestors and Elders travelled this terrain long ago.
Following tracks that we follow today.
We recognise their connection to this country, the waterways and community.

As we build this path through Country
While we tunnel deep beneath our river
Laying tracks for greater connection, creating new places for the future
We acknowledge the rich traditions and stories of the past
At the many places we are working to bring this Project to life
Across Brisbane, the Gold Coast, and greater South-East Queensland.

With an open heart and mind, we hope to learn from the traditions, stories,
customs and practices of Australia's First Nations people.

Together, as we build this track for the future.



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Statements of support

Message from the Chief Executive Officer

I am proud to introduce our first Innovate Reconciliation Action Plan (RAP) working with Australia's reconciliation movement to support the Custodians of this land on which we live and work. The Cross River Rail Delivery Authority (Delivery Authority) is committed to reconciliation between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders.

We recognise the opportunity to acknowledge and honour the people and land on which the Project is being built and to forge new tracks on the journey to reconciliation that will be impactful and sustainable.

We are committed to raising awareness of the cultural heritage of the land on which our Project is being built in ways that are not only respectful, but also innovative, immersive, and personal.

Our RAP has been developed in consultation with Reconciliation Australia and Queensland Reconciliation Incorporated. We look forward to building more enduring relationships and working together to further embed fairer employment, procurement, and investment initiatives within the Delivery Authority.

I would like to thank our Reconciliation Action Plan Working Group (RWG), for their guidance during the development of this plan. Continuing their commitment to equity and equality, they will play a crucial role in the implementation of this plan supported by the Executive Management Team (EMT). Together, the RWG and the EMT will ensure that the Delivery Authority delivers sincere and actionable reconciliation in the communities of which we are all a part.

I encourage all staff, stakeholders, and delivery partners to join us on the journey to reconciliation, through working towards the objectives set out in this RAP.

Graeme Newton
Chief Executive Officer



Message from the RAP Working Group, Chair

I am honoured to chair the Delivery Authority's RAP Working Group (RWG). Since July 2020, the RWG has been developing actions, ideas and processes to bring together a meaningful and purposeful plan for the Delivery Authority that will meet the requirements of an Innovate RAP for Reconciliation Australia.

In developing this RAP, the RWG has explored four key areas:

- ✱ Employment and training, including business opportunities and procurement for Aboriginal and Torres Strait Islander peoples
- ✱ Internal relationships and communications
- ✱ External relationships and communications
- ✱ Development and management of Innovate RAP document and associated processes within the Delivery Authority.

Through these processes the RWG has been able to maintain both an organisational and a personal focus. Each member is developing an enhanced understanding of histories, events and contemporary issues that occupy and concern First Nations people.

Our journey over the next two years, mapped out in this RAP, will involve engaging with Aboriginal and Torres Strait Islander peoples of Brisbane and Queensland and providing Delivery Authority employees and key partners an enduring knowledge and understanding of the presence of First Nations people.

Over the two-year term of this Innovate RAP, I look forward to witnessing and participating in the actions outlined in this plan. I encourage every member of the Delivery Authority and our delivery partners to enthusiastically engage with the reconciliation platform provided by this Innovate RAP.

The connections and conversations that will be established through these RAP activities will ensure momentum around reconciliation for years ahead, even once Cross River Rail (CRR) is operational, and the work of the Delivery Authority is complete.

Kim Wilson
RWG Chair



Message from the Reconciliation Australia CEO

First Innovate RAP

Reconciliation Australia commends Cross River Rail Delivery Authority on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Cross River Rail Delivery Authority to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Cross River Rail Authority will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cross River Rail Delivery Authority is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Cross River Rail Delivery Authority's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cross River Rail Delivery Authority on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

The Delivery Authority is a statutory body established under the *Cross River Rail Delivery Authority Act 2016* to lead the procurement, development, and delivery of the CRR Project.

Once delivered, CRR will consist of a new 10.2 kilometre rail line from Dutton Park to Bowen Hills, including 5.9 kilometres of twin tunnels under the Brisbane River and CBD, and four new high-capacity underground stations at Boggo Road, Woolloongabba, Albert Street and Roma Street.

In addition, the Delivery Authority will deliver three new Gold Coast stations at Pimpama, Hope Island and Merrimac, as well as rebuilds to eight above-ground stations at Salisbury, Rocklea, Moorooka, Yeerongpilly, Yeronga, Fairfield, Dutton Park and Exhibition. The project will also feature a new world-class signalling system.

The Delivery Authority is located in the Brisbane CBD and employed 196 full-time equivalent members of staff as at 30 June 2021. At the launch of this Innovate RAP, we have no staff members who identify as a First Nations people. We plan to review our workforce and increase this through implementing the actions identified in this RAP we aim to increase the number of First Nations people within the Delivery Authority.

As an organisation the Delivery Authority nominated the phrase ‘This project means more’ to capture what the CRR Project means to its employees.

‘This project means more’ is about this being more than simply a rail project. It is an opportunity to connect people and places, and to acknowledge the rich cultural histories of the land upon which the project is built.

Through reconciliation we can build a legacy for the future of South East Queensland.



About our Artwork

Rachael Sarra is a multi-disciplinary artist, designer and businesswoman whose work is an extension of her being and experiences. As a contemporary mixed raced, First Nations artist from Goreng Goreng Country, Rachael uses art as a powerful tool and outlet to explore themes she often grapples with while her work is often the resolution of such themes and conflict within herself.

Rachael's work often challenges and explores the themes of society's perception of what Aboriginal art and identity is. Rachael graduated with a Bachelor of Visual Communication Design from the Queensland College of Art in Brisbane and is a dynamic creative with the ability to challenge narratives that are often in place to perpetuate colonial harm.

In collaboration with Gilimbaa Creative Agency.



The Cross River Rail RAP Artwork can be used in landscape or portrait form as seen overpage.



Cross River Rail Delivery Authority Artwork story

At the heart of Meanjin (Brisbane) is the Mairwar (Brisbane River), cultural pulse beating, connecting and igniting stories, customs and lore. This always has and always will be a deeply cultural site. From our past, through to the present, with every footstep we are guided by our ancestors spirit. As we shift, disturb, adapt and grow we are reminded of culture anchoring us

to place and supporting us through our journeys together.

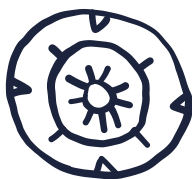
Once we understand and learn from the past, connect in the present and continue this link through to the future we will be able to create an environment that represents and reflects everyone.

The more we connect, the more we are able to grow vibrantly, together.

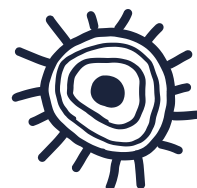
Meaning behind the artwork elements



Past



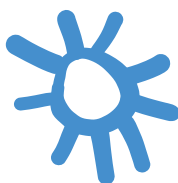
Present



Future



Innovate



Collaborate



Deliver



First Nations
Guidance



Walking together
and connecting



Growing vibrantly together and
Sharing of Culture and Knowledge

Our Vision for Reconciliation

The Delivery Authority acknowledges that First Nations people have historically played a significant part in Australia's rail infrastructure projects and that Aboriginal and Torres Strait Islander peoples have long supported connections to community and country.

Our vision is a future where Aboriginal and Torres Strait Islander peoples are recognised as being the First Nations people of Australia. Where all Australians embrace and respect the First Nations people and the wisdom and knowledge they hold and share and where division, misunderstanding and inequality is a thing of the past.

Our Project will aim to provide connections to the land and new places for the future that reflect and show respect to the connections the First Nations people have with the land on which we are building this Project. The land has been a path of transport and community for all people for many years, and the Delivery Authority will honour this heritage by providing quality infrastructure and precincts that are accessible to all people.

We will do this by:

- ✱ Increasing our understanding of the connection that Aboriginal and Torres Strait Islander peoples have to their lands and cultures
- ✱ Extending our connection with First Nations people of Brisbane and engaging with activities and programs identified and supported by them
- ✱ Inspiring people with the histories, stories and messages of First Nations people to understand, recognise and respect the First Nations peoples involvement in the new pathways and places we are making
- ✱ Providing opportunities for First Nations people and businesses to participate in the educational, training, and economic pathways provided by the Project as a means of building their economic independence and self-determination
- ✱ Using our influence to inspire our key government and delivery partners to continue the reconciliation journey beyond completion of our Project.

Our RAP Journey

Reconciliation Australia's vision for reconciliation is based and measured on five dimensions: historical acceptance; race relations; equality and equity; institutional integrity and unity. These five dimensions do not exist in isolation but are interrelated.

As an organisation, we have committed to developing and implementing an Innovate RAP to acknowledge and deliver on these dimensions. All our staff have been involved in and embraced this journey, and we are excited about the road ahead.

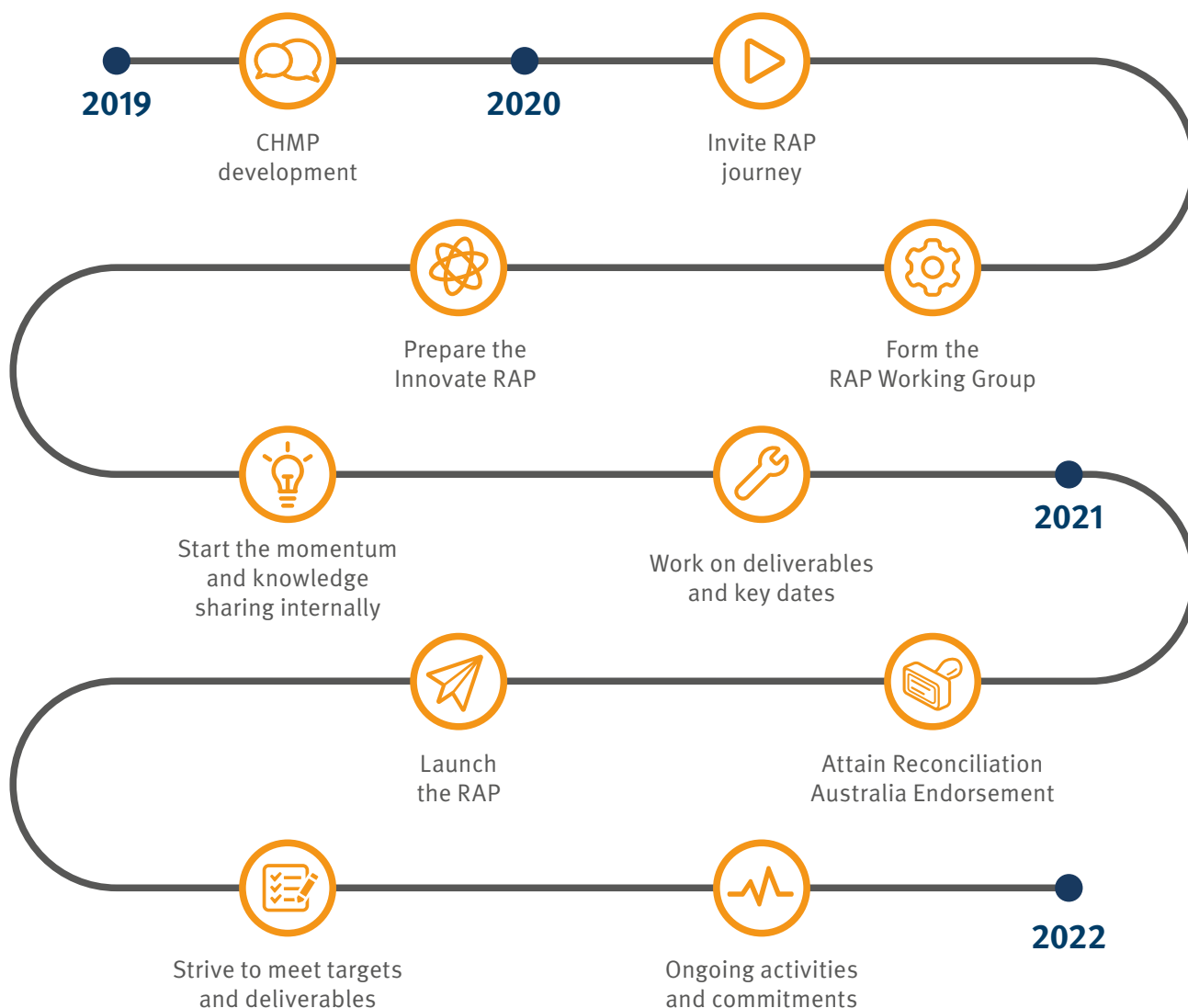
At a very early stage in the CRR Project, the Delivery Authority developed individual Cultural Heritage Management Plans (CHMP) with the Traditional Owners. Through this process, we consolidated our views on the importance of reconciliation and truly appreciated the need for a stronger commitment in this area.

After the initial engagement with the Traditional Owners, we committed to acknowledging and honouring the cultural heritage of the land on which our project will be built in ways that are not only respectful, but also innovative, immersive, and personal. We identified an Innovate RAP as a reconciliation tool well suited to our organisation and the CRR Project, as the actions and associated targets aim to support those of the Queensland Government RAP, our industry partners, our contract partners and all other stakeholder organisations.

As an organisation, the Delivery Authority will implement our RAP through the RWG over the duration of the project. The RWG has engaged with Department of Transport and Main Roads (DTMR) reconciliation representatives, and this has provided us with an opportunity to understand some of the reconciliation challenges and opportunities in the transport sector.

Collaboration with the above organisations and Aboriginal and Torres Strait Islander stakeholders including Traditional Owners and Bilbie Labs has been the foundation of our reconciliation actions to date. This has included significant research and development of the Virtual Songlines with Bilbie Labs. We will continue to collaborate to inform and deliver on the commitments of this RAP. Reconciliation Queensland Incorporated (RQI) provides a framework for organisations to realise their vision for reconciliation. We have also worked closely with Uncle Bill Buchanan in developing our RAP and the framework for delivering the key actions.

Our journey is summarised below and has involved learnings from colleagues in government departments, particularly DTMR and from engagement with Reconciliation Australia.



It is important to reflect on the significant changes in our histories and how Australia's First Nations people have shaped our journey for the betterment of Queensland, and South-East Queensland, which is the heart of this project.

The Delivery Authority's Innovate RAP is designed not only to facilitate ongoing reconciliation for the next two years of the construction of the project but also to leave a legacy long after the project has been completed.



*Members of the RAP Working Group
with Gilimbaa and artist Rachael Sarra*

The Delivery Authority's inaugural RWG who helped develop this RAP included the following members.

Kim Wilson

RWG Chair

Matt Elphick

Director, Tunnel, Stations and
Development (TSD) Project Manager

Jennifer Anderson

European Train Control System (ETCS)
Project Support

Susan Armstrong

Executive Director, Executive Services.

Inaki Goni

Delivery and Construction Manager
Engineering and Rail Operations

Cameron Moor

Director, Marketing and Communication

Peter Silvester

Executive Director, Environment
Approvals and Land

Kerry Wastell

Senior RAP Coordinator
and Secretariat

Michael Korff

Risk and Resilience Manager

Elaine Chiu

Operational Readiness Officer

Annabelle Le Dieu

Secretariat – Project Officer

Nova Mason

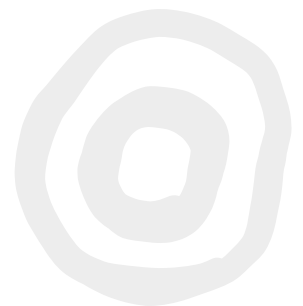
Track Possession Manager

David Stone

Senior Project Manager, ETCS

Angie Smicek

Principal Advisor,
Office of the CEO and CFO



RWG members are responsible for the development, implementation, and reporting phases of the RAP, to support the national reconciliation movement to build positive race relations, equality and equity, unity, and historical acceptance.

The RWG meets monthly and with subgroup meetings more frequently, as required.

The RAP is championed by the Delivery Authority's Chief Financial Officer, Sam Romano. Sam is responsible for driving

internal engagement and awareness of the RAP and works closely with the RWG.

Aboriginal and Torres Strait Islander peoples have been and continue to be represented in the RWG by our Indigenous Advisor, Uncle Bill Buchanan, who will continue to do so until a permanent member joins the group.

The responsibility for deliverables in this RAP document is assigned to members of the EMT, with whom the RWG support and work closely with.

Executive Management Team (EMT) members

- ⊙ Chief Executive Officer
- ⊙ Chief Financial Officer
- ⊙ Executive Director, Executive Services
- ⊙ CRR Program Director
- ⊙ Deputy Program Director
- ⊙ Project Director, ETCS
- ⊙ Project Director, TSD
- ⊙ Project Director, Rail, Integration and Systems (RIS)
- ⊙ Chief Compliance Officer
- ⊙ Director, Commercial
- ⊙ General Manager, Strategy, People and Planning
- ⊙ Executive Director, Marketing and Communications
- ⊙ Project Director, Gold Coast Infill Stations (GCIS)
- ⊙ Director, Safety
- ⊙ Head of People and Performance
- ⊙ Director, Customer and Operational Integration
- ⊙ Systems Integration Director



Case Studies from our Journey to date

So far, the Delivery Authority has taken some initial steps on the reconciliation journey. In taking these first steps we recognise the unique perspectives of Aboriginal and Torres Strait Islander peoples and the value they add to our journey. Whilst we acknowledge there is much progress still to be made, we are proud of our accomplishments so far. Examples of our achievements are presented below.

Acknowledgement of Country

We have developed short and long Acknowledgements of Country and have shared these with our employees to use at project meetings and significant events. An Acknowledgement message has also been filmed to broaden the opportunities to use this in our social media and video presentations to raise awareness of the important commitments we have made. The long Acknowledgement involved making a video of the Acknowledgement being recited in various backdrops along the project alignment. It provided an opportunity to talk with a diverse group of representatives from across the project. The challenge was finding the right words to tell the story from the Delivery Authority's perspective whilst acknowledging the Traditional Owners.

NAIDOC Week 2020 and 2021

The CRR Experience Centre is a community engagement and education hub developed in partnership with Queensland Museum, providing detailed project information, digital engagement experiences and learning opportunities for visiting members

of the public as well as school groups. This interactive world is designed to improve understanding and appreciation of how the First Nations people travelled across and lived amongst the very same land CRR will soon traverse.

Last year the Delivery Authority was excited to promote the virtual reality experiences developed for the Project at the NAIDOC 2020. This involved incorporating the virtual reality experience with 3D models of the new underground stations under construction, taking visitors on a journey through time in our Experience Centre.

This year the Delivery Authority also attended the Queensland NAIDOC Breakfast, hosted by the Queensland Tourism Industry Council the Brisbane Convention and Exhibition Centre.

National Reconciliation Week (NRW)

The Delivery Authority hosted an internal NRW afternoon tea and Key Messages in Reconciliation talk by our RWG Chair. The event was catered for by a local First Nations supplier and was a great success. The informal discussions on reconciliation prompted conversation and discussion.

This year the RWG and other Delivery Authority staff attended the official Queensland NRW 2021 Launch and Reconciliation Breakfast with Reconciliation Queensland at the Parliamentary Annexe in Brisbane. It is an annual event and a great opportunity for networking with other organisations committed to advancing reconciliation in Queensland and diverse First Nations people.

First Nations Procurement

At the onset of our RAP journey, we saw an opportunity to strengthen our commitment to supplier diversity in procurement. We have already revised the Delivery Authority Procurement Policy and associated procedures to include procurement opportunities for Aboriginal or Torres Strait Islander owned businesses across our supply chains. This is already helping to help meet the targets and drive some of the deliverables for this RAP.

In December 2020, the Delivery Authority became a member of Supply Nation, which provides *'Australia's leading database of verified Indigenous businesses'*. Since 2009, Supply Nation has worked with First Nations' businesses and procurement teams from government and corporate Australia to help shape an emerging and rapidly evolving diverse business sector.

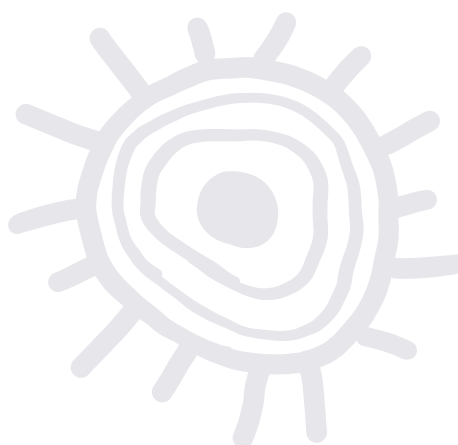
Through Supply Nation our procurement team can now harness the potential and value of including Aboriginal and Torres Strait Islander businesses in our supply chain. It provides the opportunity to connect with and develop business relationships with Aboriginal and Torres Strait Islander suppliers across Queensland and Australia. Whilst we are in our early stages of membership, we look forward to building lasting relationships with more diverse procurement through the support of Supply Nation.

RAP Intranet webpage

We have developed a page on the Delivery Authority intranet dedicated to sharing information with employees about our RAP journey. This page helps raise awareness and educate our employees about relevant reconciliation actions, events, and activities and to provide links to relevant articles. This has significantly increased our staff's awareness of reconciliation and the organisation's RAP journey.

Renaming our meeting rooms

The names of Delivery Authority meeting rooms have been changed, as a tangible way to demonstrate our commitment to respecting cultural heritage and acknowledging the Traditional Owners of the land on which we meet. Led by our RWG, the process of changing our meeting room names involved extensive consultation with our Traditional Owners to determine appropriate names that pay respect to local languages. This process presented the opportunity to learn more about the languages of the Traditional Owners upon whose land this project is being built. It has opened up new conversations about words, their meaning, and their importance to First Nations peoples in South-East Queensland.



Our Partnerships

We continue to engage with Aboriginal and Torres Strait Islander peoples in the Brisbane area and Queensland and are working to deepen our collaborations into the future. Foundational community partnerships include the following:

Brisbane Aboriginal Parties

The Authority has prepared Aboriginal Cultural Heritage Management Plans (CHMP) in consultation with Traditional Owners, with formal approval from the former Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP). The CHMPs nominate appropriate procedures for managing any Cultural Heritage within the area that may be affected by building CRR. Cultural Heritage can be considered an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values. It can include First Peoples and non-Indigenous heritage.

Department of Transport and Main Roads

The Delivery Authority and DTMR are sharing ideas, lessons learnt and opportunities with the view that the long-term legacy of the project will be taken up by DTMR upon project completion. We are proud of our work with government departments, particularly with the DTMR, with whom we align closely with on this major transport project. We are learning from their RAP journey and are seeking partnership and feedback from them on several topics including procurement.

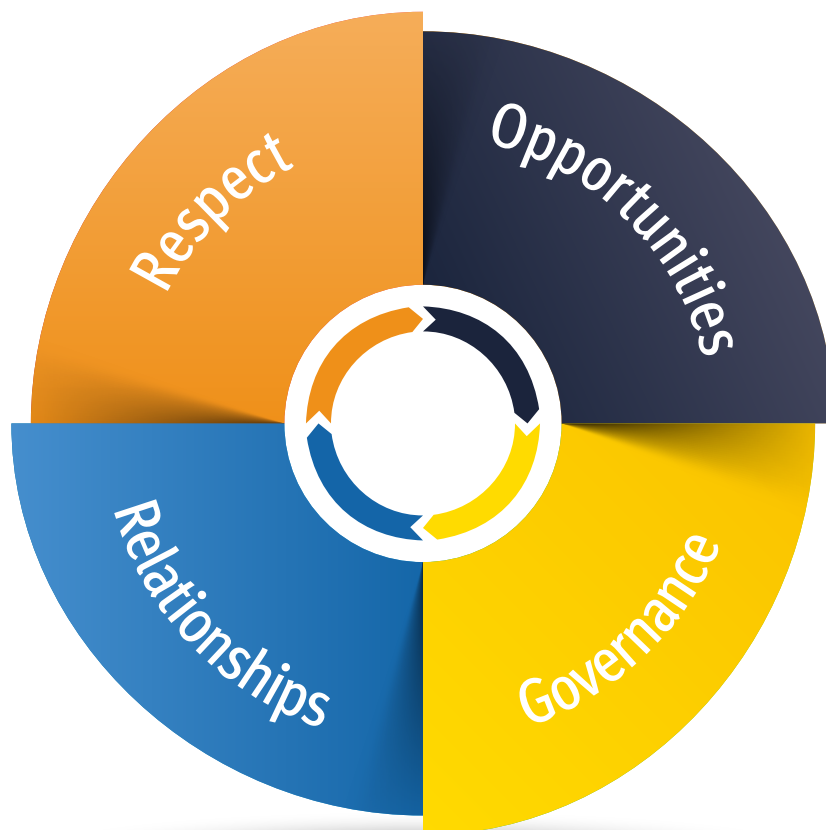
Supply Nation

The Delivery Authority has become a member of Supply Nation, part of a growing community of supplier diversity advocates using procurement as a lever to create a fairer and more inclusive Australia. Since 2009, Supply Nation has worked with Aboriginal and Torres Strait Islander businesses along with procurement teams from government and corporate Australia ‘to help shape today’s emerging and rapidly evolving Indigenous business sector’. Supply Nation partners with its paid membership of government, corporate and not-for-profit organisations to develop procurement policies that modify, and redirect spend to include the traditionally underutilised the First Nations’ business sector.

Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships The Delivery Authority is a member of the newly established Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships led Cultural and Reconciliation Working Group, which opens conversations and shares practices on Culture and Reconciliation.

Delivering our RAP: Actions

We have adopted Reconciliation Australia's framework of relationships, respect and opportunities for implementing reconciliation action. Through these core pillars individuals, organisations and communities can turn their good intentions into action supported by a robust governance structure.



We have identified actions against each of these focus areas that are important on our reconciliation journey. Whilst all members of the RWG and our staff will be involved in delivering on the targets and associated actions identified, the key responsibility areas will lie with the EMT.

The following tables outline the Delivery Authority's actions under the four RAP focus areas of Relationships, Respect, Opportunities and Governance.

Reconciliation in the Delivery Authority is supported and promoted internally and externally. We will continue to communicate our commitment to reconciliation, regularly updating our RAP Intranet page on the progress of this journey.

Relationships

Enduring Commitments

We believe that building strong relationships between Aboriginal and Torres Strait Islander communities and other diverse communities is important to our organisation and its core business and activities. By integrating with roads and bus services the Cross River Rail project connects with stakeholders and communities along and beyond the project corridor. We value building strong relationships, because we value connecting people, sharing experiences,

governance, communication, engagement and partnerships with the wider community. Relationships have already been developed, sustained, and strengthened with many key stakeholders in our project including, local Traditional Owner groups and First Nations' businesses. A key purpose of our RAP is to ensure these relationships continue to be nurtured and endure with the future operators of the Cross River Rail infrastructure and its services.

Relationships: Actions and Deliverables	Timeline	Responsibility
Action 1: Further establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Continue to consult with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and research and identify best practices that can support partnerships with Aboriginal and Torres Strait Islander peoples.	Oct 2021	Executive Director, Marketing and Communications with the RWG
Develop and implement an engagement plan to work with key Aboriginal and Torres Strait Islander stakeholders and organisations within our local community.	Nov 2021	Executive Director, Marketing and Communications
Identify further engagement opportunities for our Cultural Heritage Management Plan (CHMP) partners.	Dec 2021	Executive Director, Marketing and Communications and CFO
Conduct a review of, and revise if appropriate, CRR Communications Plans to ensure better practice engagement with Aboriginal and Torres Strait Islander organisations, community, and stakeholders.	Dec 2021	General Manager, Strategy, People and Planning and the RWG

Action 2: Build, strengthen and maintain relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff.	Apr 2022, 2023	Executive Director, Marketing and Communications with the RWG
RWG members to participate in external NRW events each year, including the Queensland NRW Launch Reconciliation Breakfast.	27 May – 3 Jun 2022, 2023	Head of People and Culture with the RWG
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2022, 2023	Head of People and Culture
Organise at least one NRW event each year.	27 May – 3 Jun 2022, 2022	Head of People and Culture
Register all our NRW events on Reconciliation Australia's and Reconciliation Queensland's NRW websites.	May 2022, 2023	Executive Director, Marketing and Communications
Action 3: Promote reconciliation through our sphere of influence.		
Continue to implement strategies to engage our staff in reconciliation.	Sep 2022	Head of People and Culture
Communicate our commitment to reconciliation publicly.	July 2022	Chief Executive Officer
Investigate forums and learning platforms to develop and share information packages and learnings with key partners, such as DTMR, Queensland Rail and the project delivery partners.	Dec 2021	Deputy Program Director
Continue to collaborate with Reconciliation Queensland, RAP and other like-minded organisations to develop ways to advance reconciliation in partnership with key stakeholders.	Oct 2021	General Manager, Strategy, People and Planning
Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Oct 2021	Deputy Program Director
As part of the Cultural Capability Strategy, finalise an internal visual artwork project designed to explore more deeply the meaning and importance of our Acknowledgement and RAP vision for all staff.	Oct 2021	Executive Director, Marketing and Communications
Post on our intranet site a link to National Reconciliation Week events and Important Dates Calendar on the Reconciliation Australia and Reconciliation Queensland website and make this information available to staff in advance.	May 2022, 2023	Executive Director Marketing and Communications

Action 4: Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs as the organisation meets its RAP deliverables and evolves through the course of the project.	Jan 2022	Head of People and Culture
Routinely review and amend internal policies in areas of race relations and anti-discrimination and to continuously improve our policies and our communication of them throughout our organisation.	Jan 2022	Head of People and Culture
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy review.	Dec 2021	Head of People and Culture
Educate our senior leaders on the effects of racism.	Dec 2021	Head of People and Culture



Sachém, a spoken word poet, rapper and emerging singer and Chris Tamwoy, award winning First Nations Australian singer, songwriter and musician performing at an Australian Indigenous Mentoring Experience (AIME) workshop, at which some Delivery staff attended as mentors.

Respect

Enduring Commitments

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights are important to our organisation and its core business activities. As our project connects more people and more places in the South East of Queensland, through the new train network, there is a great opportunity to learn more and share knowledge of First Nations histories and cultures.

The Delivery Authority will work with construction project partners, First Nations businesses and government departments to help influence the minds of people across South East Queensland. A key commitment will be the use of public art across the Cross River Rail alignment to demonstrate our respectful acknowledgements of First Nations cultures and histories.

Relationships: Actions and Deliverables	Timeline	Responsibility
Action 5: 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 within our organisation	Oct 2021	Head of People and Culture
Implement a Cultural Capability Strategy to support and improve cultural capability of internal staff and the broader CRR workforce.	Jan 2022	Head of People and Culture
Consult local Traditional Owners and/or Aboriginal Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Dec 2021	Head of People and Culture
Evaluate current cultural heritage training, inductions and other associated activities to ensure effectiveness and support of the Cultural Capability Framework	Dec 2021	Head of People and Culture
Provide opportunities for RWG members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	Oct 2021	Head of People and Culture
Build on the program of Aboriginal Heritage inductions for all employees as required under each of the DATSIP approved Cultural Heritage Management Plans.	Oct 2021	General Manager, Strategy, People and Planning

Action 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and supporting significant reconciliation events.		
Enhance staff understanding and delivery of the new Cultural Capability Strategy purpose and significance to support cultural protocols, including Acknowledgement of Country and Welcome to Country. This will be done through training for current employees and inductions for new staff	Oct 2021	Head of People and Culture
Identify significant First Nations cultural protocols and days of significance across all major CRR construction project work locations and investigate barriers that may prevent Aboriginal and Torres Strait Islander staff and stakeholders from engaging in and celebrating these milestones.	Oct 2021	Deputy Program Director
Review program to invite local Traditional Owner or Custodian representatives to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Dec 2021, Dec 2022	Chief Executive Officer
Continue to ensure an Acknowledgement of Country or other appropriate protocols will be included at the commencement of important meetings.	Oct 2021	Chief Executive Officer
Ensure information on cultural protocols such as Smoking Ceremonies and Acknowledgement of Country are incorporated in all staff inductions, training and learning sessions.	Dec 2021	Head of People and Culture
Action 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week including promoting and encouraging participation in external NAIDOC events to all staff in advance. Notify staff in advance of these events.	Jul 2022, 2023	Executive Director, Marketing and Communications
In partnership with Aboriginal and Torres Strait Islander staff and partners, hold an internal NAIDOC Week event, including morning tea and keynote speakers.	Jul 2022, 2023	Head of People and Culture
The RAP Working Group will participate in an external NAIDOC Week event.	Jul 2022, 2023	Head of People and Culture with the RWG
Review HR policies and procedures to remove barriers to staff participating in NAIDOC events to all staff.	Dec 2021	Head of People and Culture

Action 8: Create a platform for Aboriginal and Torres Strait Islander peoples to share and celebrate stories and perspectives of place		
Review the Public Art Strategy (guiding principles) to ensure that art installations at the stations and station precincts are culturally appropriate and respectful of the needs of the Traditional Owners of the land. – Provide Guidance Materials for Art Installation in Cross River Rail Priority Development Areas – Phased implementation of the Public Art Strategy.	Jan 2022	General Manager, Strategy, People and Planning
Finalise internal visual artwork project with Gilimbaa (creative agency) to explore more deeply the meaning and importance of our Acknowledgements and RAP vision regarding First Peoples cultural connection with our project.	Oct 2021	Executive Director, Marketing and Communications
Identify culturally appropriate imagery for the Delivery Authority's education program, Experience Centre, and physical installations along the Project's alignment.	Dec 2021	Executive Director, Marketing and Communications
Review all Delivery Authority communications and documentation to ensure the use of culturally appropriate terminology.	Aug 2022	General Manager, Strategy, People and Planning



Mentors from the Delivery Authority attending the AIME workshop in October 2021.

Opportunities

Enduring Commitments

The Delivery Authority is committed to ensuring opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities within our core business and activities. We will implement responsible actions to increase First Peoples participation in employment and procurement of First Nations-owned businesses through engaging with Supply Nation, Black Business Finder and First Nations employment specialists. Encouraging a diversity of employment will contribute to a diversity of ideas and great ingenuity in

the workplace and project wide and build a greater understanding and respect of the cultures and values First Nations future employees and colleagues can bring the organisation.

This RAP allows us to review our current practices and we will continue to work with the broader Queensland Government through our partner agencies to support delivery of Aboriginal and Torres Strait Islander peoples economic participation outcomes, during and beyond the life of the CRR Project.

Relationships: Actions and Deliverables	Timeline	Responsibility
Action 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples' recruitment, retention and professional development.		
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2021	Head of People and Culture
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	Oct 2021	Head of People and Culture
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Oct 2021	Head of People and Culture
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through reputable Aboriginal and Torres Strait Islander recruitment organisations.	Oct 2021	Head of People and Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. This is to include provision for targeted entry-level employment opportunities, such as traineeships and/or undergraduates.	Jan 2022	Head of People and Culture
Review and update the First Peoples Employment Policy, which includes a target of 3% direct employment of Aboriginal and Torres Strait Islander peoples directly within the organisation in consultation with Aboriginal and Torres Strait Islander staff.	Apr 2022	Head of People and Culture

Action 10: Increase supply opportunities for Aboriginal and Torres Strait Islander businesses, to support improved economic and social outcomes.		
Review and improve the Delivery Authority Procurement Policy and associated procedures to make sure it includes First Peoples procurement opportunities.	Mar 2022	Chief Financial Officer
Continue with Supply Nation membership to identify suitable Aboriginal and Torres Strait Islander suppliers.	Dec 2021	Chief Financial Officer
Incorporate Aboriginal and Torres Strait Islander supply considerations into procurement processes.	Oct 2021	Chief Financial Officer
Investigate opportunities to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Oct 2021	Chief Financial Officer
Review Aboriginal and Torres Strait Islander procurement training with Supply Nation for relevant personnel.	Oct 2021	Chief Financial Officer



Puuya Foundation members at the Cross River Rail Experience Centre.

Governance

The Delivery Authority will provide strategic and operational resources to ensure our RAP is delivered in accordance with our internal corporate governance standards and practices.

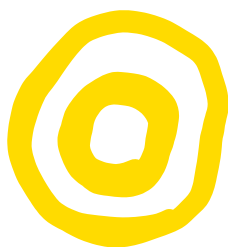


Relationships: Actions and Deliverables	Timeline	Responsibility
Action 11: Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the RWG and ensure new Aboriginal and Torres Strait Islander staff have the opportunity to join RWG.	Jul 2022	RWG Chair
Review the Terms of Reference annually or as required and update as necessary.	Aug 2022	RWG Chair
The RWG will continue to meet monthly and provide quarterly updates to the EMT on implementation of all RAP actions.	Monthly, Review Dec 2022	RWG Chair
Action 12: Provide appropriate support for effective implementation of RAP commitments.		
Review resource needs for RAP implementation.	Jan 2022, 2023	Chief Financial Officer
Continue to engage with senior leaders in the delivery of RAP commitments.	Oct 2021	Chief Executive Officer
Review systems and action tracking tools measure and report on RAP commitments.	Nov 2021, 2022	Chief Financial Officer
Maintain an internal RAP Champion from senior management.	Oct 2021	Chief Executive Officer
Action 13: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
Complete the Impact Measurement Questionnaire to Reconciliation Australia annually and review preparation for the annual Questionnaire.	Sept 2022, 2023	General Manager, Strategy, People and Planning with the RWG

Report RAP progress to all staff and senior leaders quarterly.	Oct 2021, Jan, Apr, Jul, Oct 2022, Jan, Jul, Oct 2023	General Manager, Strategy, People and Planning
Publicly report our RAP achievements, challenges, and learnings in our Annual Report.	Sep 2022, 2023	Chief Executive Officer
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	General Manager, Strategy, People and Planning with the RWG
Action 14: Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2023	Chief Executive Officer

Our Innovate RAP is all about our commitment to reconciliation.

Contact details for public enquiries about our RAP



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