

# Community Transport Organisation



RECONCILIATION  
ACTION PLAN

REFLECT

MAY 2024 - MAY 2025



## Acknowledgement of Country

The Community Transport Organisation acknowledges the Cammeraygal people as the Traditional Custodians of the lands upon which we meet and work. We also acknowledge the Traditional Custodians of all the Lands across New South Wales upon which our Members provide community transport services.

We pay our respects to Elders past, present, and emerging, the holders of knowledge, tradition, and culture. We recognise their ongoing connection to lands, waters and community and say thank you for the preservation of Country across thousands of generations.

# 'Connecting to Country' Lee Hampton



This artwork represents the Community Transport Organisation's vision of a community entirely connected through transport. Within the landscape of NSW, community transport operates from border to border – represented by the colours running from left to right - the red earth of far western NSW, the mountains and hills of the Great Dividing Range, the grey of the urban landscapes, to the seaside communities of the east coast.

There are 9 key elements represented by the 9 journey lines and meeting places across the artwork. They represent the State's 8 Representative Regions of the CTO. Together, they work to enable accessible and inclusive transport that places people at the centre of service.

The idea that people are at the centre of everything we do is represented by the yellow "U" shaped symbol, which is the Aboriginal symbol for people. Each meeting place is surrounded

by many other people - this represents the CT network of organisations, working with each individual person throughout community.

At the centre of the artwork is a large meeting place with many journey lines facing outwards, going into the community, representing the diversity in services needed under different circumstances, and how CT adapts to meet the needs of the community. Community transport is 'community facing', it provides the services that the community needs, responding with care.

The journey lines are helping to connect communities. Community connection is at the heart of thriving communities. The map of NSW in the middle of the artwork, draws the lines together and connects all of NSW through transport regardless of who you are, where you live, your gender, cultural identity or socio-economic status. All meeting places are interconnected by journey lines.

Each meeting place is a different part of community, and represents an individual's life choices and the understanding that they will always be supported. Community transport supports people to live the life they choose. The numerous journey lines indicate the many and varied paths that we are all on to live our life supported and surrounded by community.

The whole artwork shows the varying NSW landscape and the journey lines that cross each terrain represent the advocacy, problem solving, solutions and support that CTO provides throughout the state, so that CT providers can flourish across all parts of the community.



Lee Hampton is a Contemporary Aboriginal artist and descendant of the Yuin, Wodi Wodi and Worimi people. His Aboriginal heritage can be traced back to his Great, Great, Great, Grandmother Biyarrung Giles from the Dharawal Nation, and most notably are his Great, Great Grandparents King Mickey Johnson and his wife Rosie Johnson (Russell). Mickey Johnson is known as the most photographed man, black or white, of the Illawarra from the 1800's. He was given the title 'King' at the Illawara centenary celebrations in 1896 when presented with a crescent-shaped brass plate inscribed with Mickey Johnson, King, by Archibald Campbell, MLA, which he wore for the remainder of his life.

Lee's contemporary Aboriginal art journey began in 2014 with painting football boots. This is where the name 'Koori Kicks Art' came from. Koori (being his heritage) and Kicks (slang for boots). The art progressed onto skateboard decks, motor bike helmets and any other item Lee could lay down some culture on.

After registering the business name Koori Kicks, and setting up on social media, it wasn't long before Lee began to get domestic and commercial requests for original art pieces for homes and offices, and also designs to be incorporated into clothing such as jerseys and work shirts, along with Reconciliation Action Plans for the corporate sector.

Lee has created artwork for the NRL, designing Manly's Indigenous round jersey from 2019-2021, along with designs for many Government departments including Sydney Local Health District's Aboriginal Strategic Health Plan 2018, numerous hospitals, public schools, corporate entities & charities including Sydney Helicopters, Teachers Mutual Bank Limited, Wesley Mission and Ronald McDonald House Western Sydney's RAP.



## Message from the Chair - Isaac Smith

It is with a caring heart that the Community Transport Organisation (CTO) presents our first Reconciliation Action Plan. Our Reflect RAP for 2024-2025. Our RAP will guide us on the reconciliation journey, both in our own organisation, and on behalf of members, in support of innovation and action across the Transport sector.

The CTO believes that equitable access to transport not only supports, but empowers independence. It enhances community connectedness, improving health and wellbeing. Travel with community transport supports confidence, allows self-determination, and combats the social isolation that results from vulnerability and disadvantage. Community transport is a critical social justice initiative.

Our vision is to uplift and lead the Community Transport sector in becoming an inclusive and accessible service for all First Nations people. Our Reflect RAP will provide the opportunity to look within our sector, understand our starting point on the reconciliation journey, and help chart a path towards a reconciled future. We seek to grow our understanding of what an inclusive Community Transport sector looks like, for both a peak body, and as a service provider in community.

We look forward to starting our RAP journey with integrity and respect, growing the contribution our sector can make toward reconciliation.





## Our Business

The Community Transport Organisation (CTO) is the peak body for community transport providers across NSW. We advocate for people who are challenged by access to transport, and we support the sector to provide transport to people who find public transport inaccessible.

Our core business is to advocate for greater community connection through equitable access to transport solutions. We provide support for capacity building for our members and for the communities that they work within.

Our members provide a broad range of accessible and affordable travel options that correlate directly to community and need. Community transport responds with care, to support and deliver a service that is individualised, informed and holistic to the community, regardless of where they live, culture, or ability to pay.

The CTO is a small Not-For-Profit organisation based in Sydney, NSW with 3 employees and governed by a board of 9 Directors. Among our board members, we currently have one First Nations person who fills an Identified position, to ensure we have ongoing representation at the highest level of the organisation.

In our role as a sector peak body, we support 70 member organisations whose services span across all Local Government Areas of NSW. Our members are a diverse group of organisations, ranging from specialised community transport organisations, multi-service organisations, Not-For-Profit's, and local councils.





## Our Reconciliation Action Plan

The development of a Reconciliation Action Plan (RAP) supports our mission to lead an inclusive Community Transport sector for First Nations Peoples who engage with the CTO, and our members, whether as an employee, stakeholder, partner, funder, or service user. The CTO is positioned to influence and lead this uplift within the Community Transport sector, and it is our goal to shine a light on best practice.

The CTO will implement our RAP in partnership with our RAP working group which, importantly, includes First Nations voices to guide us on this journey. Implementation will focus on internal outcomes but will also project outward to embrace our sphere of influence within the sector, beyond our own organisation.

We see our role as uplifting reconciliation goals more broadly across our member organisations and in areas where we lead, to encourage accessible and equitable transport solutions. This work will be championed by the Chair of the CTO board, Ben Jackson, to ensure the outcomes we are seeking are driven from the top.

The CTO is actively working to build relationships with service provision organisations who work with First Nations Communities. We are also connecting and building relationships with First Nations peak body organisations working within the healthcare and advocacy sector.

Understanding that beyond consultation and engagement, ultimately having First Nations voices at the decision-making table is how real, impactful change occurs. As such, the CTO has recently filled an Identified board member position to enrich decision making from the board level.



# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify First Nations stakeholders and organisations within our local area or sphere of influence.</li> <li>Develop a list of Aboriginal Community Controlled Organisation types in order to assist community transport providers in identifying local services operating in the area</li> </ul>	Jun 2024 Jun 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Research and seek guidance on best practice and principles that support partnerships with First Nations stakeholders and organisations.</li> </ul>	Jun 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Meet with First Nations stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	Jun 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Develop advice and guidelines for CTO members to identify First Nations stakeholders for their own engagement.</li> </ul>	Jun 2024	CTO Policy & Project Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and CTO Members</li> </ul>	May 2024	Executive Officer
	<ul style="list-style-type: none"> <li>RAP working group members to participate in an external NRW event.</li> </ul>	27 May- 3 Jun 2024	Executive Officer
	<ul style="list-style-type: none"> <li>Encourage and support staff, senior leaders, and CTO Members to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 Jun 2024	Executive Officer
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff and CTO Members.</li> </ul>	May 2024	Executive Officer
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	Jul 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	Jul 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Develop an engagement strategy to raise awareness of reconciliation across our workforce and CTO Members</li> </ul>	Jun 2024	Executive Officer
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders and CTO Members to drive reconciliation outcomes.</li> </ul>	Jun 2024	CTO Policy & Project Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	Dec 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Encourage CTO Members to do the same.</li> </ul>	Mar 2025	Executive Officer
	<ul style="list-style-type: none"> <li>Engage with First Nations staff and/or advisors to develop an anti-discrimination policy</li> </ul>	Mar 2025	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Educate senior leaders and CTO Members on the effects of racism</li> </ul>	Nov 2025	Executive Officer

# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation across our network.	Aug 2024	Executive Officer
	• Conduct a review of cultural learning needs within our organisation and across CTO Members by developing a sector wide survey with support from First Nations voices in our RAP working group	Jul 2024	CTO Policy & Project Officer
	• Provide opportunities for RAP working group members, CTO staff, and CTO member organisations to participate in formal and structured cultural learning.	Sep 2024	CTO Policy & Project Officer
6. Demonstrate respect to First Nations Peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area, and encourage CTO Members to do the same.	May 2024	Executive Officer
	• Increase staff and CTO Members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2024	CTO Policy & Project Officer
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the CTO annual conference.	Oct 2024	Executive Officer
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jun 2024	Executive Officer
	• Work with CTO Members to develop a database of the traditional name of every suburb/ location of community transport providers' offices.	Mar 2025	CTO Policy & Project Officer
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week	• Raise awareness and share information amongst our staff and CTO Members about the meaning of NAIDOC Week.	Jun 2024	Executive Officer
	• Introduce our staff and CTO Members to NAIDOC Week by promoting where to find external events in our local area.	Jun 2024	Executive Officer
	• RAP working group to participate in an external NAIDOC Week event.	First week in Jul 2024	Executive Officer



## Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations Peoples' recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for First Nations Peoples' employment within our organisation by investigating opportunities such as: shared trainee opportunity amongst CT organisations, how to fill identified board member position.</li> </ul>	Jun 2024	Executive Officer
	<ul style="list-style-type: none"> <li>Build understanding of current First Nations staffing across CTO Members to inform future employment and professional development opportunities.</li> </ul>	Jul 2024	CTO Policy & Project Officer
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove any barriers to First Nations People participation in our workplace. Encourage CTO Members to do the same.</li> </ul>	Dec 2024	Executive Officer
9. Increase First Nations supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from First Nations Peoples' owned businesses.</li> </ul>	Feb 2025	Executive Officer
	<ul style="list-style-type: none"> <li>Develop a policy for procurement from First Nations owned businesses and a policy template to share with CTO Members.</li> </ul>	Feb 2025	Executive Officer
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership for CTO Members.</li> </ul>	Dec 2024	Executive Officer



# Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP working group to drive governance of the RAP.	• Maintain a RAP working group to govern implementation.	Feb 2024	Executive Officer
	• Draft a Terms of Reference for the RAP working group.	Feb 2024	Executive Officer
	• Establish First Nations representation on the RAP working group.	Feb 2024	Executive Officer
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	Feb 2024	Executive Officer
	• Engage senior leaders in the delivery of RAP commitments.	Feb 2024	Executive Officer
	• Appoint a senior leader to champion our RAP internally.	Feb 2024	Executive Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	Feb 2024	Executive Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun annually	CTO Policy & Project Officer
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	CTO Policy & Project Officer
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	Executive Officer
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2024	CTO Policy & Project Officer

## With thanks...

The CTO would like to acknowledge all members of our working group who have shared their time to guide and support our organisation on this important journey, both in the development process, and will continue with us on the implementation of the RAP:

**Donna Coady** - Aboriginal Service Development Officer Transport Partnerships and Innovation Regional and Outer Metropolitan, Transport for NSW

**Mitchell Beggs Mowczan** - Aboriginal Liaison Officer, Nepean Blue Mountains Primary Health Network

**Helen Crouch** – General Manager, Hornsby Ku-Ring-Gai Community Transport

**Marion Campbell** - Operations Manager, The Community Transport Company

**Monique Pollock** – (Previous) Manager for North Coast, The Community Transport Company

**Rob Lake** - Head of Operations – Transport, LiveBetter

**Ben Jackson** – Former Chief Executive Officer, Active Care Network and Former CTO Chair

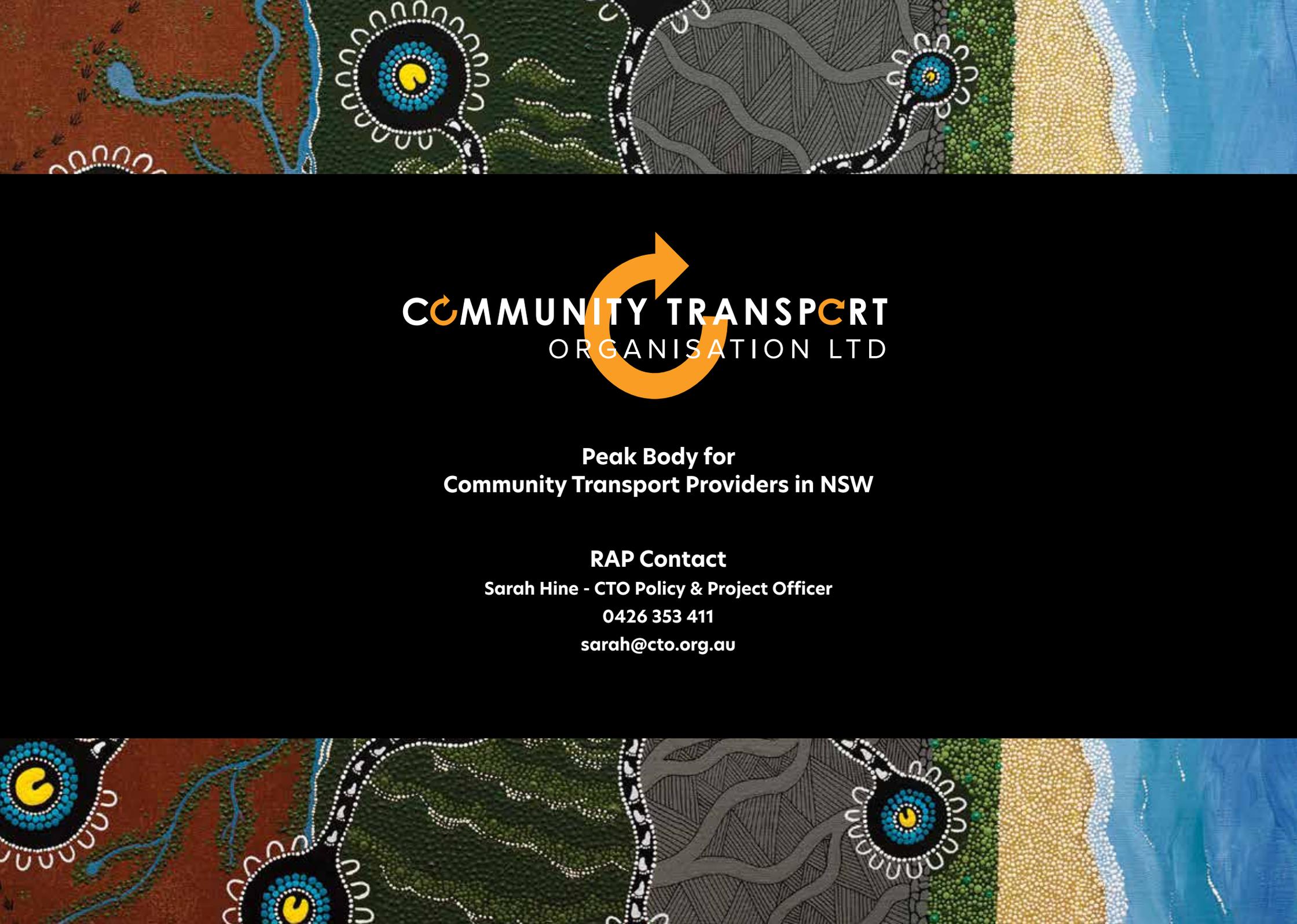
**Tara Russell** – Chief Executive Officer, Community Transport Organisation

**Vicki Taylor** – Former Member Services & Administration Officer, CTO

**Sarah Hine** – Policy & Project Officer, Community Transport Organisation

We would also like to thank all the other individuals who made important contributions to this process in giving their time and feedback to help shape this RAP.





**COMMUNITY TRANSPORT**  
ORGANISATION LTD

**Peak Body for  
Community Transport Providers in NSW**

**RAP Contact**

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