



**Clarks Logan City Bus Service**

**Reflect Reconciliation Action Plan**

September 2020 - September 2021



**RECONCILIATION  
ACTION PLAN**

**REFLECT**

# Acknowledgement of country

Clarks Logan City Bus Service acknowledges the Traditional Custodians of Country throughout Australia. We pay our respects to them, and to Elders past, present and emerging and thank them for their ongoing custodianship of this land and community.

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## The Artwork

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'Creating Connections' was designed by Casey Coolwell, a Quandamooka woman with traditional ties to North Stradbroke Island. The artwork represents the development process of creating connections throughout the community.

The main "U" shapes represent Clarks Logan City Bus Service and the Aboriginal and Torres Strait Islander communities yarning, with the dots and circles in the middle depicting the stories.

The purple motif represents the way the community gains knowledge, learnt from the yarning circle. The "U" shaped motifs depict the community and the different dots and lines indicate the learning process and steps.

The green lines and dots represent the different oaths and challenges taken. The background represents people being connecting via travel. The people are represented in the "U" shapes and the white dots show travel routes taken, to connect everyone.

## Message from Martin Hall Clarks GM & RAP Champion

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At Clarks, our company values speak for themselves:

We are a Passionate Team  
We are Community Driven  
We are always Respectful; and  
We are Family.

Every day we draw on our values to navigate challenges and opportunities. Underpinning our values is a commitment to ensuring that our community, including our staff, passengers and people we socialise with in our private lives, is connected.

Starting our journey with this Reflect RAP is part of this commitment.

Acknowledging and providing opportunities to our Aboriginal and Torres Strait Islander peoples is a significant driver for Clarks.

Logan is one of the most culturally diverse cities and our accessible public transport network is part of its success and cohesion.

We believe that our reconciliation journey is going to be fulfilling and enrich our future success and growth as a local bus operator.

Our RAP will directly encourage and increase exposure of job opportunities and employment pathways for our region's Aboriginal and Torres Strait Islander people.

All of our commitments are detailed within this RAP and in my role as RAP Champion as well as General Manager, I will ensure that we remain accountable.

As a representative of our leadership team, we are committed to all ongoing and future reconciliation successes.

# Our Reconciliation Action Plan

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**Clarks Logan City Bus Service has developed relationships with numerous community groups during its 40 years of operation.**

This has recently grown to include the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP), the Department of Employment, Small Business and Training (DESBT), Queensland Social Enterprise Council and community service providers such as YFS and Substation33.

Through these collaborations we aim to gain a better understanding of the issues that Aboriginal and Torres Strait Islander Peoples encounter on a day-to-day basis.

We are seeking to develop an employment pathway working with DATSIP, DESBT, local Aboriginal and Torres Strait Islander Leaders and community-based organisations.

We believe this will assist us in the implementation and realisation of a Reconciliation Action Plan that will provide steps to positively impact change in the Logan community.

Our General Manager has taken the Lead role in Championing the Reconciliation Action Plan and engagement with Government departments, Local Aboriginal and Torres Strait Islander Elders and Community Service Providers.



## Our Business

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**Clarks Logan City Bus Service plays a critical role delivering passenger transport services in Logan and Southside of Brisbane areas of southeast Queensland.**

We take pride in safely connecting the families and friends of the Logan community to where they live, work and play. Clarks employs approximately 195 employees, the majority of which reside in the Logan area. The company currently employs two staff who identify as Aboriginal and/or Torres Strait Islander People.

Clarks Logan City Bus Service is contracted to the Queensland Government to supply passenger transport services to the Logan area, as well as regular services to and from Brisbane City.

Our depot and office are located in Loganlea. Clarks commenced operations in 1976, with one bus pioneering school runs in Logan. The business has grown as the Logan community has grown currently operating over 120 buses servicing the network 364 days per year.

We are focused on creating a diverse and inclusive workforce that reflects the community and customers we serve.



## Our Partnerships & current activities

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Clarks Logan City Bus Service has held initial meetings with representatives from the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP).

These initial meetings have provided the company a clearer understanding of the opportunities and possible strategies available to engage with local Aboriginal and Torres Strait Islander Peoples.

These include but are not limited to the development of a strategy around recruitment, training, and employment of Aboriginal and Torres Strait Islander bus drivers and other staff.

DATSIP has further offered support with:

Providing initial consultation and connection with key government stakeholders (completed 17/12/2019 and 7/01/2020)

Making connection between Clarks Logan City Buses and key Elders, organisations and individuals for community consultation, engagement, and mentoring

Connection to Aboriginal and Torres Strait Islander community events Assisting with program design

Assisting recruitment processes

Engagement and coordination of external mentoring services

Links to cultural resources (below), including Reconciliation Action Plan, Cultural Capacity training and other links when they become identified Assisting with internal implementation of culturally safe practices

# Relationships

Clarks will establish and build relationships with Aboriginal and Torres Strait Islander peoples and organisations as we progress our reconciliation journey.



Action	Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2021	General Manager
	Meet with current employees who identify as Aboriginal and Torres Strait Islander to seek interest and support for implementation and development of internal cultural understanding and recognition.	December 2020	Manager People, Culture and Training
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2021	Manager People, Culture and Training
	Meet with current employees who identify as Aboriginal and Torres Strait Islander to seek interest and support for implementation and development of internal cultural understanding and recognition.	December 2020	General Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Manager People, Culture and Training
	RAP Working Group members to participate/recognise in an external NRW event.	27 May - 3 June 2021	General Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2021	General Manager
<b>Promote reconciliation through our sphere of influence.</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Manager People, Culture and Training
	RAP Working Group members to participate/recognise in an external NRW event.	27 May - 3 June 2021	General Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2021	General Manager
<b>Promote positive race relations through anti-discrimination strategies.</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Manager People, Culture and Training

# Respect

Clarks will increase understanding, value and recognition among our staff about Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.



Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	December 2020	Manager People, Culture and Training
	Conduct a review of cultural learning needs within our organisation.	December 2020	Manager People, Culture and Training
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2020	General Manager
	Work with Department of Aboriginal and Torres Strait Islander Partnerships and community mentors to engage with staff to increase awareness on cultural protocols.	February 2021	Manager People, Culture and Training
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	27 May - 3 June 2021	General Manager
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2021	Manager People, Culture and Training
	Introduce our staff to NAIDOC Week by recognising and promoting external events in our local area.	27 May - 3 June 2021	General Manager
	RAP Working Group to participate/recognise NAIDOC Week.	27 May - 3 June 2021	General Manager

# Opportunities

Clarks will explore opportunities for future employment and development opportunities with Aboriginal and Torres Strait Islander people and organisations.



Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2020	Manager People, Culture and Training
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2021	Manager People, Culture and Training
	Engage with local Elders in the community to consult on potential recruitment opportunities.	February 2021	Manager People, Culture and Training
	Explore opportunities with Department of Aboriginal and Torres Strait Islander Partnerships and Department of Employment Small Business and Training to design an internship program for Aboriginal and Torres Strait Islander job seekers/students.	March 2021	Manager People, Culture and Training
	Engage with local Elders in the community to consult on potential recruitment opportunities.	April 2021	Manager People, Culture and Training
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2020	General Manager
	Investigate Supply Nation membership.	October 2020	General Manager

# Governance

Clarks will establish a RAP Working Group to continue our reconciliation journey and further develop cultural awareness and capability of our people and outcomes for the Aboriginal and Torres Strait Islander peoples.





Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Form a RWG to govern RAP implementation.	February 2021	General Manager
	Draft a Terms of Reference for the RWG.	March 2021	Manager People, Culture and Training
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2021	Manager People, Culture and Training
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	November 2020	General Manager
	Engage senior leaders in the delivery of RAP commitments.	November 2020	General Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2020	Manager People, Culture and Training
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	Manager People, Culture and Training
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2021	General Manager



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