







MESSAGE FROM THE CHIEF EXECUTIVE





Sureway Employment and Training Innovate Reconciliation Action Plan

April 2021 – April 2023

Our Vision for Reconciliation

Our vision for reconciliation is for all Australians to come together to achieve a socially inclusive community through acknowledgement and respect of Aboriginal and Torres Strait Islander peoples. Sureway is committed to acknowledging and demonstrating our respect for Australia's First Peoples by building respectful relationships and creating equal opportunities. We aim to develop understanding and build awareness of Aboriginal and Torres Strait Islander cultures throughout our organisation.

Sureway aims to do this by:

- Respecting and building mutually beneficial relationships with local Aboriginal and Torres Strait Islander peoples, communities and organisations where we operate.
- Creating an organisational setting where staff can develop a strong understanding and appreciation of the histories, cultures and issues affecting Aboriginal and Torres Strait Islander peoples.
- Promoting employment and training opportunities for Aboriginal and Torres Strait Islander peoples.



OUR BUSINESS

Sureway commenced operations as a training provider in 1991. We worked with business and industry to upskill their staff. This opportunity gave us insight into what skill sets employers were seeking from their employees. From 1998, we were contracted to deliver employment services to clients on behalf of the Federal Government firstly in rural, regional and remote NSW. Sureway grew to provide services in rural and regional Victoria and South Australia metropolitan and regional areas.

Our expertise in employment and training enabled us to provide support to our clients in their quest to achieve sustainable employment. We continue to capitalise on our established knowledge of local industry by identifying the skills in demand and tailoring training for clients to meet local labour market requirements. This best positions our clients to take up employment opportunities in their local community. Hard work and vision has enabled Sureway to grow into a successful large Employment Services organisation.

Sureway employs 380 staff with 19 Aboriginal and/or Torres Strait Islander people on our teams located across NSW, Victoria and South Australia in 76 sites.

Through our RAP, Sureway seeks to empower Aboriginal and Torres Strait Islander communities in which we operate.





OUR SERVICES

Our teams work with a diverse range of clients including youth, mature aged people, people with disabilities, First Australian Peoples and people from cultural and linguistically diverse backgrounds. With locations across metropolitan, regional and rural areas of Australia, our teams excel in connecting clients with a range of local opportunities in a constantly changing economy. We aim to change the lives of clients by assisting them to overcome barriers to employment through services that include:

- work-readiness preparation
- accredited courses and non-accredited training
- linking with employers and work experience opportunities
- support to maintain employment

With over 25 years' experience, we're committed to supporting customers to achieve success.



Connecting job seekers with employment opportunities



Supporting people with disability to find and keep a job



Helping mature age job seekers secure ongoing employment



Assisting people with disabilities to lead a fulfilling life



(Registered Training Organisation)
Bridging skills gaps to create
employment outcomes



IN 2018/19 SUREWAY



12,500 clients into work

clients into work including ...



1,300

who identified as Aboriginal and/or Torres Strait Islander people



more than

1,500 who identified as having a disability, injury or health condition





Our teams work with clients with some very complex barriers such as long-term unemployment and low employment skill levels.

We have a diverse client base including youth, mature aged, Aboriginal and Torres Strait Islanders peoples, people with disabilities, and people from cultural and linguistically diverse backgrounds. We also work in diverse labour markets so our teams need to be experts in connecting our clients with a range of jobs that are suitable to them in a constantly changing economy. Our teams need to be up-to-date on economic and skills trends, able to develop relationships with employers and skilled in working with a diverse range of clients.



Sureway operates in numerous communities with large Aboriginal and Torres Strait Islander populations and high unemployment rates.

Sureway will lead by example and continue to:

- Provide culturally safe and inviting offices
- Engage with local Aboriginal and/or Torres Strait Islander Elders and leaders to provide services that strengthen Aboriginal and Torres Strait Islander communities within our corporate footprint
- Increase the Aboriginal and Torres Strait Islander mentoring capability of our staff
- Deliver cultural engagement and reconnection programs for our clients through programs like Bila-Dhi (in conjunction with Boomalli Consulting)
- Work with Land Councils to deliver Work For the Dole programs that benefit our clients and their communities
- Work with industry to develop training programs specific to Aboriginal and Torres Strait Islander clients that deliver lasting employment skills and outcomes
- Advocate for Aboriginal and Torres Strait Islander clients and provide connections to essential services
- Promote Aboriginal and Torres Strait Islander cultures wherever we open our doors
- Provide opportunities and support to increase Aboriginal and Torres Strait Islander employment in our workplace.

OUR RAP IS UNDERPINNED BY OUR

PURPOSE

Changing lives, building stronger communities

VISION

Be the best provider of employment and training solutions in the country

MISSION

Deliver innovative employment and training solutions to meet the needs of business and individuals



achieve the best results



SUREWAY VALUES

Our values tell us how we should behave and signal that we want to be a better and stronger business. Use them, live them, breathe them in your everyday conversations – so our customers know what to expect when they interact with us.



do what you say







OUR RAP

Our 2021-23 Innovate RAP builds upon our previous RAP and Company Policy — Aboriginal and Torres Strait Islander Employment Plan and CP — Aboriginal and Torres Strait Islander Procurement Policy. It pronounces our commitment to developing ongoing opportunities of Aboriginal and Torres Strait Islander peoples in the training and employment sectors.

At Sureway, we respect the Traditional Custodians of the land and acknowledge the unique position Aboriginal and Torres Strait Islander peoples occupy in Australian culture. The intention of Sureway's RAP is to acknowledge and demonstrate our respect for Australia's First Peoples, by building respectful relationships and creating equal and equitable opportunities. Situated predominately in regional and rural locations across NSW, VIC and SA, and present in areas of high Aboriginal and Torres Strait Islander populations, Sureway felt it was time to take the next step towards reconciliation within the organisation, realising that we are currently in a position to contribute to empowering Aboriginal and Torres Strait Islander communities in which we operate. Sureway invited staff across the organisation to participate and form a RAP Working Group.

WORKING GROUP	Cheryl Steward – Regional Support Coordinator
EXECUTIVE SPONSOR Tania Contogeorge – GM Corporate Services	Aprel Biles – Employment Consultant
PROJECT LEAD Katrina Crocker – Risk Audit and Compliance Manager	Waylon King – Employment Consultant
Matt McCrory – Programs Manager – Operations	Debbie Simpson – Employment Consultant
Holly Howard – Marketing & Communications Coordinator	Tina Brookman – Employment Consultant
Amie Fazekas – Employment Consultant	P&C Representative
Scott Thompson – Area Manager	Alyssa McKenzie – Administration Officer

The Internal RAP working group is made up of senior management positions from Operation, People and Culture, Marketing, Risk Audit and Compliance and our Indigenous consultants and includes Executive sponsorship from the General Manager Corporate Services. Our RAP Working Group includes three of our Aboriginal and Torres Strait Islander colleagues. Through a series of workshops, the group encouraged discussion and consultation from the Sureway Executive Team.

This RAP is based on annual targets with some longerterm actions extending out to 2023. It seeks to build on activities previously undertaken to enhance our relationships with Aboriginal and Torres Strait Islander peoples and help us find opportunities to replicate areas of success across our organisation. Some of our previous activities and partnerships include working with schools, education and training providers, jobactive providers and community groups to provide pre-employment training to Aboriginal and Torres Strait Islander peoples.

Key learnings identified through the delivery of our 2016-18 RAP have been applied to our 2021-23 RAP and include:

- Assigning deliverables to portfolios to allow for people movements within the business while still effectively delivering upon our RAP objectives.
- Creating a standing agenda item for Executive team meetings, and aligning reporting with these dates.
- Communication enhancements to involve all business members in the progress and objectives.
- Appointment of an Operations portfolio senior manager to report to GMCS and drive the progress or key RAP objectives throughout the organisational portfolios.



Make An Impact Now Project (MAIN PROJECT)

The MAIN Project is Sureway's Aboriginal and Torres Strait Islander Community Engagement Program addressing Youth Unemployment & Generational Unemployment and applies a cultural solution to a western problem.

MAIN delivers a pre-employment program that integrates culture and heritage with learning to inspire and motivate Aboriginal and Torres Strait Islander job seekers. Working with the ADF, VTEC providers, Elders and industry, training is delivered mostly on-Country and integrated into the landscape.

Participants are linked to employers, essential services and post placement mentors to ensure long term employment. Central to the success of this program are the yarning circles that bring everyone together during breaks to share their stories over a meal.

The MAIN project provided key learnings that we have applied to other Aboriginal and Torres Strait Islander programs. From the MAIN project we learnt that the initial setup and resourcing of the project was crucial to the final outcomes achieved. The need to plan with the end result in picture was crucial and ultimately resulted in leadership commitment to deliver from beginning to end. As a result of these learnings the MAIN Project and other Aboriginal and Torres Strait Islander programs were placed under the Portfolio management of the National Programs Manager.



Cummeragunja Play Park Refurbishment, Moama VIC

This was an exciting Work for the Dole (WFD) Activity in the isolated community of Cummeragunja where there are limited activities and resources for children. One of the few readily accessible activities for local children is to play in the fast flowing and potentially dangerous Murray River. Working with the local community and with the resources of the Department of Prime Minister and Cabinet, Sureway created a WFD activity that involved refurbishing and landscaping an old playground for the whole community to enjoy. Not only did the local children gain a playground but the adults gained new skills and employment.



Bila-Dhi (My River) Pre-employment Program

This program was developed by Boomalli Creative as part of Sureway's pre-employment initiatives for Aboriginal and Torres Strait Islander clients. Delivered in a culturally familiar setting, the program aims to have participants finishing the workshop with:

- greater focus on making the most of their future
- better understanding of services available to assist them and their families
- renewed sense of encouragement and enthusiasm to apply what they have learned to their job seeking efforts.

The program focuses on personal development, goal setting, cultural engagement and awareness, and gives participants an introduction to essential services within their community.

The workshop is delivered through a cultural narrative that draws comparisons from traditional ideologies and weaves them through contemporary scenarios and modern-day hypotheticals.



Sureway acknowledges the importance of building and maintaining strong and respectful relationships with Aboriginal and Torres Strait Islander peoples. We are committed to achieving the best possible outcomes for clients and staff across all our locations. We recognise that building strong internal and external relationships, and working collaboratively with Aboriginal and Torres Strait Islander peoples, communities, organisations and programs will assist in improving our outcomes for Aboriginal and Torres Strait Islander clients and staff.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and	GMCS	May 2021, May 2022	Promote and support NRW activities in each employment region.
	GMCS	May 2021, May 2022	Promote and encourage staff attendance in at least one external event – communicate through Sureway communication channels such as Pulse, Yammer.
Torres Strait Islander peoples and other Australians.	GMCS	May 2021, May 2022	Create links to Reconciliation Australia's NRW resources for staff.
	GMCS	May 2021, May 2022	RAP Working Group members to participate in an external NRW event.
	GMCS	May 2021, May 2022	Organise at least one NRW event each year.
	GMCS	May 2021, May 2022	Register all our NRW events on Reconciliation Australia's NRW website.
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	GMCS	April 2021	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.
	GMCS	April 2021	Identify relevant Aboriginal and Torres Strait Islander peoples and communities for each Sureway region and develop directory for staff to access.
	GMCS	April 2021	Update Standard Operating Procedure (SOP) — Marketing and SOP — External Communications to establish an engagement framework for interaction between Sureway and Aboriginal and Torres Strait Islander peoples, communities and organisations.
Promote positive race relations through antidiscrimination strategies.	GMPC	April 2021	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.
	GMPC	June 2021	Develop, implement and communicate an anti-discrimination policy for our organisation.
	GMPC	April 2021	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.
	GMPC	April 2021	Educate senior leaders on the effects of racism.





RESPECT

Respect is the key for developing all of Sureway's relationships. Sureway recognises the diversity of Aboriginal and Torres Strait Islander cultures and communities across Australia and respect that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the land. Sureway will continue to demonstrate respect towards Aboriginal and Torres Strait Islander peoples through cultural education and awareness training for employees, customers and clients.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	GMCS	May, August, November 2021, February, May, August, November 2022, February 2023	Promote Reconciliation Australia's Share Our Pride online tool to all staff via SharePoint.
	GMCS	May 2021	RAP Working Group to promote at RAP launch via Yammer and Pulse — highlighting that Share our Pride is designed to take you on an awareness-raising journey.
	PMO	May 2021	RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Ensure cultural competency training is available and undertaken as appropriate to the role and individual.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Incorporate Department developed Aboriginal and Torres Strait Islander modules into induction.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Promote National Employment Services Association Webinar on Aboriginal and Torres Strait Islander Cultural Awareness to all staff.
	GMPC	April 2021	Conduct a review of cultural learning needs within our organisation.
	GMPC	April 2021	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation and review of a cultural learning strategy.
	GMPC	April 2022	Implement, review and update a cultural learning strategy for our staff.







ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	GMCS	April 2022	Update SOP — Communications Internal and External and SOP — Marketing to include a cultural protocol for Welcome to Country and Acknowledgement of Country for Sureway meetings.
	GMCS	April 2022	Communicate to organisational leaders protocol for when to invite a Traditional Owner to provide a Welcome to Country at significant events including the launch of NRW celebrations.
	GMCS	April 2022	Implement, review and update cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country
	GMCS	April 2022	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.
	GMCS	May, August, November 2021, February, May, August, November 2022, February 2023	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.
	GMCS	April 2022	Develop a list of key contacts for performing a Welcome t Country and maintaining respectful partnerships.
	GMPC	July 2021, July 2022	Ensure staff understand and adhere to National Employment Standards (NES) in relation to Aboriginal and Torres Strait Islander peoples cultural and ceremonial leave.
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	GMCS	July 2021, July 2022	Provide opportunities for Aboriginal and Torres Strait Islander and other Sureway staff to celebrate with their communities during NAIDOC Week.
	GMCS	June 2021, June 2022	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
	GMCS	July 2021, July 2022	Create and provide posters for all offices.
	GMCS	July 2021, July 2022	Sponsor/support an external NAIDOC Week community event annually.
	GMPC	July 2021, July 2022	RAP Working Group to participate in an external NAIDOC Week event.
Create a culturally welcoming environment for Aboriginal and Torres Strait Islander staff and visitors.	GMCS	April 2021	Organise and display an Acknowledgement of Country sig in our offices.
	GMCS	April 2021	Look for opportunities for Aboriginal and Torres Strait Islander artwork to be displayed in our offices.
	GMCS	April 2021	Review marketing strategy including website and email to determine how to be more inclusive of Aboriginal and Torres Strait Islander peoples.

OPPORTUNITIES (P)

Sureway aims to create sustainable, equal employment opportunities and career progression for Aboriginal and Torres Strait Islander peoples through the development of effective partnerships with Aboriginal and Torres Strait Islander organisations and communities. Sureway is committed to playing a role in bridging the gap between Aboriginal and Torres Strait Islander peoples and the wider Australian community's outcomes in education and employment.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
Explore employment outcomes holistically (i.e. recruitment, retention, professional development)	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Sureway commits to enacting its Company Policy - Aboriginal and Torres Strait Islander Employment Strategy to work towards goal of 5% Aboriginal and Torres Strait Islander employment across the Sureway workforce.
to improve and increase Aboriginal and Torres Strait Islander employment opportunities within our	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Sureway commits to enacting its Company Policy - Aboriginal and Torres Strait Islander Employment Strategy to work towards goal of 60% retention of Aboriginal and Torres Strait Islander staff across the Sureway workforce.
workplace.	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.
	GMPC	May, August, November 2021, February, May, August, November 2022, February 2023	Provide opportunities for progressing employment at all levels for Aboriginal and Torres Strait Islander staff and access to Indigenous Traineeship and Management Development Program.
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	CFO	May 2021	An Aboriginal and Torres Strait Islander supplier will be preferred in a procurement or tender process provided the procuring and/or delegate is satisfied it is suitable in quality of product and service, technical ability, WH&S and value for money.
	CFO	May 2021	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.
	CFO	May 2021	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.
	CFO	May 2021	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.
	CFO CFO	May 2021	Implement, review and update an Aboriginal and Torres Strait Islander procurement strategy.
	CFO	May 2021	Investigate Supply Nation membership.



GOVERNANCE



Provide appropriate support	01.400		DELIVERABLES
Provide appropriate support for effective implementation of RAP commitments.	GMCS	April 2021	Define resource needs for RAP implementation.
	GMCS	May, August, November 2021, February, May, August, November 2022, February 2023	Engage our senior leaders and other staff in the delivery of RAP commitments.
	GMCS	April 2021	Define and maintain appropriate systems to track, measure and report on RAP commitments.
	GMCS	May, August, November 2021, February, May, August, November 2022, February 2023	Appoint and maintain an internal RAP Champion from senior management.
Sureway RAP Working Group actively monitors	GMCS	April 2021	RAP Working Group to oversee the development, endorsement and launch of the RAP.
RAP development and implementation of actions, tracking progress and reporting.	GMCS	May, August, November 2021, February, May, August, November 2022, February 2023	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group.
	GMCS	April 2021	Establish Terms of Reference for the RAP Working Group.
	GMCS	April 2021	Develop RAP monitoring and reporting tool.
	GMCS	April, June, September, December 2021, March, June, September, December 2022, March 2023	Meet quarterly to monitor and report on RAP implementation.
Report RAP achievements, challenges and learnings to Reconciliation Australia.	GMCS	September 2021, September 2022	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
	GMCS	April, June, September, December 2021, March, June, September, December 2022, March 2023	Report RAP progress to all staff and senior leaders quarterly.
	GMCS	April 2022	Commit to participating in the RAP Barometer.
Report RAP achievements, challenges and learnings internally and externally.	GMCS	December 2021, December 2022	Publicly report our RAP achievements, challenges and learnings.
	GMCS	December 2021, December 2022	Display our RAP achievements, challenges and learnings via our website.
Review, refresh and update RAP.	GMCS	September 2022	Liaise with Reconciliation Australia to develop a new RAP, based on learnings, challenges and achievements.
	GMCS	December 2022	Send draft RAP to Reconciliation Australia for formal endorsement.









ARTIST PROFILE LUKE PENRITH

A modern contemporary artist, Luke is a proud Aboriginal man of the Wiradjuri people with cultural and family ties to Yuin and Wotjoboluk people and the Gumbaynggirr Nation. His art reflects what he can see, hear, smell and touch and is strongly influenced by lore, culture and heritage.

Luke has spent 18 years working within Aboriginal Affairs, 6 years in elite sports administration for the AFL and 11 years in the employment and training industry supporting and mentoring Aboriginal job seekers. Throughout his career, Luke has focused on building a foundation and work ethic in Aboriginal communities to grow and secure long-time careers in their chosen industries.













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changing lives, building stronger communities

