



Sarina Russo
How to get that Job!

Reconciliation Action Plan



Acknowledgement

The Sarina Russo Group acknowledges the First Nations People of this Country, the traditional custodians connected to the land, water and community on which we live, work and help others to live their best lives. We also pay respects to Elders past, present, and emerging, who strive to build a better and more sustainable future for future generations to come.





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Message from our Managing Director

We acknowledge the traditional owners of this land, the First Nation people of this Country and pay respects to Elders past, present, and emerging leaders. We also acknowledge with pride the First Nation people working for the Sarina Russo Group especially recognising their commitment to build a better and more sustainable future for our community and future generations.

We value our staff. Employing over 600 people in Australia across 160 sites, SRG is continuously working to deliver better opportunities and outcomes for First Nation people working within our organisation.

We have implemented strategies organisationally to boost Indigenous participation in the workforce including developing and implementing First Nation employment pathways, reviewing HR and recruitment procedures and policies to ensure cultural appropriateness and inclusivity and engaging with existing First Nation employees to consult on employment strategies, including professional development.

Our commitment to reconciliation has never been stronger – the next two years offers even more opportunity to achieve and excel.

Sarina Russo
Founder and Managing Director

Our Vision for Reconciliation

Sarina Russo Group envisions a diverse workforce reflective of the community where non-Indigenous and First Nations peoples alike can access quality tailored education, training and employment programs and services for the benefit of the entire community.

Our second Reconciliation Action Plan will continue to drive and grow our organisational capability and capacity, both through inclusivity in the way we deliver our services, meeting our Indigenous Employment Strategy targets and ensuring every team member acts in a culturally inclusive manner.

SRG's Indigenous Employment Strategy demonstrates our commitment through:

- **Proactive attraction and recruitment of First Nations** employees**
- **Implementation of structures for First Nations servicing leading to the provision of quality services and programs**
- **Implementation of First Nations Cross Cultural awareness training programs for all employees**
- **Development of a structured support network for the mentoring and professional development of First Nations employees.**

*** Following a process of consultation with our staff, the term 'First Nations' is used throughout our RAP to refer to Aboriginal and Torres Strait Islander peoples of Australia.*

About Sarina Russo Group

Synonymous with the phrases 'How to Get that Job' and 'See You at the Top', Sarina Russo Group (SRG) empowers people with the energy, the motivation, skills and the self-confidence to get that job, keep that job and thrive in that job. Since 1979, SRG has launched and enhanced the careers of tens of thousands of people through the power of education, training, employment and job creation. Each day, Sarina Russo Job Access works with over 50,000 customers (job seekers students and apprentices) and over 3,000 First Nations people to help them to achieve their employment or training goals.

Our objective is to help customers to develop the skills they need to find sustainable employment and participate economically. We build their capacity and empower people to make the choices that will ultimately improve their lives. We achieve this through the provision of employment, training and health support services delivered via our range of Australian Government funded programs.



Violet Geesu, Sarina Russo Group Indigenous Services Manager (left) with Lilian Cooktown, SRA Apprentice who completed Certificate III Business Administration with Department of Communities, Housing and Digital Design

Photo taken by Sarina Russo Group Marketing Team

We value our staff. Employing over 600 people in Australia across 160 sites, SRG is continuously working to deliver better opportunities and outcomes for First Nations people working within our organisation. We have implemented strategies organisationally to boost First Nations participation in the workforce including developing and implementing First Nations employment pathways, reviewing HR and recruitment procedures and policies to ensure cultural appropriateness and inclusivity and engaging with existing First Nations employees to consult on employment strategies, including professional development.

Our commitment to reconciliation has never been stronger – the next two years offers even more opportunity to achieve and excel. The most recent staff survey had 10 people respond and identify as First Nations people. The true proportion of First Nations people is understood to be higher than this. We are continuing to work with our team to encourage and support individuals to feel safe to recognise and share their cultural identity.

About Sarina Russo Group

The Sarina Russo Group (SRG) was established in 1979 and commenced as a single employment skills training site in the Brisbane CBD. The SRG network now spans over 160 sites in Australia, Europe, India, Vietnam and China delivering Australian Apprenticeships and Traineeships through an Australian Apprenticeship Support Network (AASN) contract, employment services and relevant support programs, Tertiary Education, Vocational Education and Training and allied health professional services.

SRG undertakes a sectoral leadership role and is at the forefront of policy development with the Managing Director and key Group Executives holding representational roles on Australian and State Government Ministerial Committees, boards and reference groups. This means we are well placed to keep our network informed on the impacts of government policies on our stakeholders' business or highlight issues relevant for industry in critical policy debate forums.

SRG is strategically diversified in what it offers and exceptionally well networked with businesses and communities.

We are uniquely one of the few providers contracted to the Commonwealth Government of Australia who can holistically offer:

- Apprenticeship and Traineeship services,
- Employment and Disability Employment Services,
- Vocational Education Training,
- Mature age digital training, career counselling, supporting parents to resume employment, professional development, and
- Tertiary studies through our James Cook University Brisbane Campus for domestic and international students.

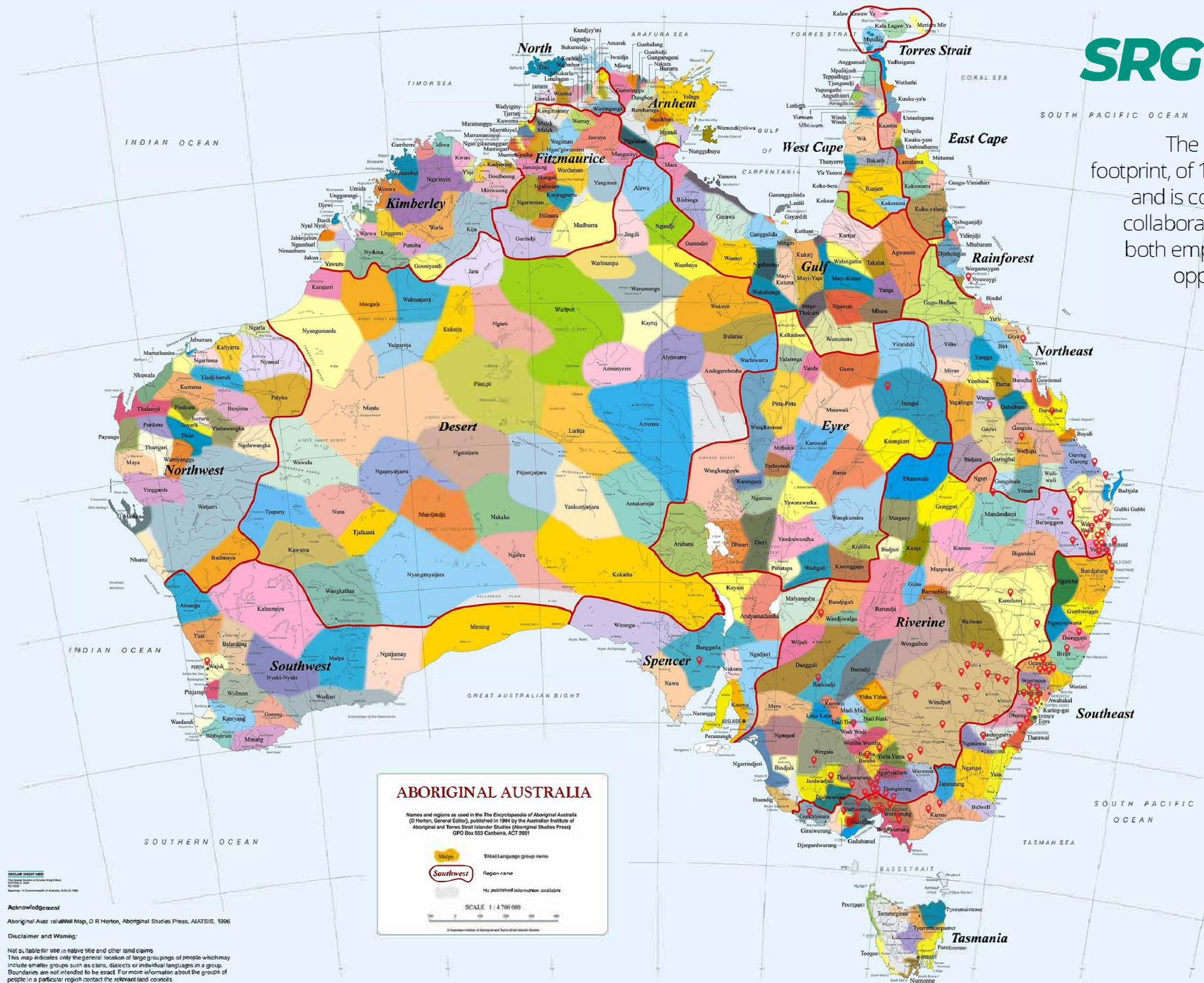
Sarina Russo Institute educates over 7,000 Australian and International students each year in University Articulation Pathways, Vocational Education and Training, and English language proficiency courses.

James Cook University Brisbane (JCUB) educates over 1,000 students annually from 88 countries in Diploma, Undergraduate and Postgraduate Degree programs.

From January 2022, James Cook University Brisbane will be accepting domestic students under the Commonwealth funded placements arrangements. SRG will promote this opportunity to First Nations people particularly emphasising supports available.

SRG Locations

The Sarina Russo Group has a national footprint, of 160 locations, delivering its services and is committed to engaging and working collaboratively with community to maximise both employment and career development opportunities for First Nations people.



Acknowledgement
Aboriginal Aust. atlas Map, D R Horton, Aboriginal Studies Press, AIATSIS, 1996

Disclaimer and Warning:
Not suitable for use in native title and other land claims.

This map indicates only the general location of large groupings of people which may include smaller groups such as clans, dialects or individual languages in a group. Boundaries are not intended to be exact. For more information about the groups of people in a particular region contact the relevant land councils.

Statement from the CEO of Reconciliation Australia

Reconciliation Australia commends Sarina Russo Group on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

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. Sarina Russo Group continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Sarina Russo Group will continuously draw upon to

create RAP commitments rooted in experience and maturity.

These learnings extend to Sarina Russo Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Sarina Russo Group to strengthen these relationships, gain crucial experience, and nurture connections that will become

the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Sarina Russo Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Sarina Russo Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Sarina Russo Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

The Diamond Within

Knowing we wanted to do even better, we invited operational managers, industry experts, local community and Indigenous leaders to a two-day performance improvement workshop. They told us we needed to build awareness and confidence for all staff in engaging with our Indigenous community. They wanted us to improve our recognition within the Indigenous community through better branding and signage acknowledging Traditional owners and language.



Goompi Ugerabah, Artist

SRG commissioned Goompi Ugerabah to paint his artistic interpretation of Sarina Russo's vision, connection and contribution to community and our organisational journey. as part of the Sarina Russo Group's Reconciliation Action Plan. Central to the theme of the artwork is the organisation's saying "finding the diamond within".

"The Diamond Within"

Commissioned for Sarina Russo Job Access in 2017, the inner centre piece is Sarina and her idea hatching of being unique within employment services - to not only training but place each person in employment.

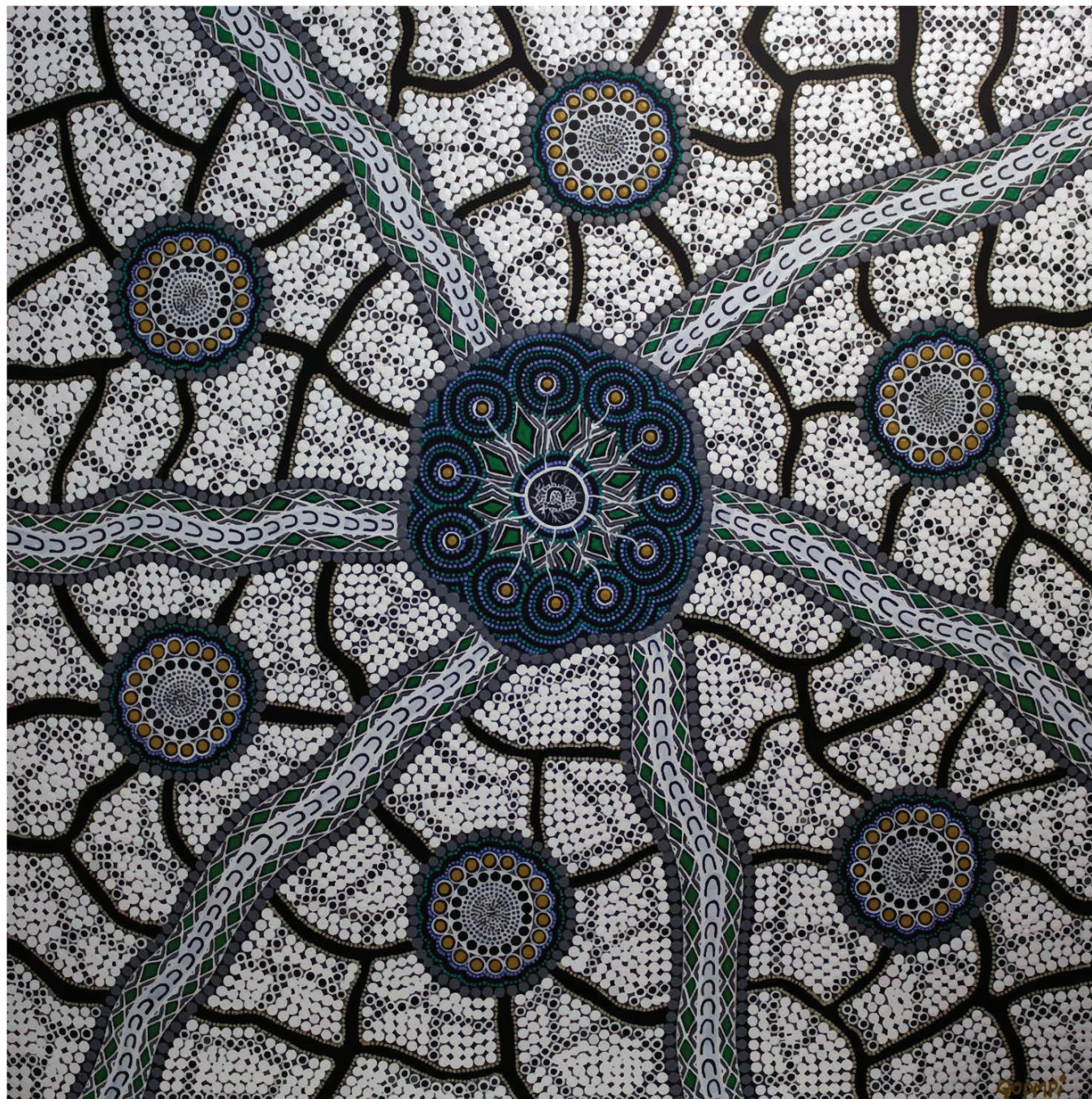
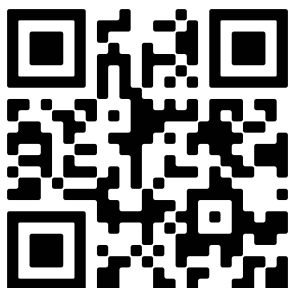
Her motto is to find the diamond within - everyone has "something special" inside of them and to engage and help as a community with all communities.

The six pathways leading from the centre represents successful candidates, symbolised by the green diamonds, heading on their journey into the future - not turning back after getting a job or apprenticeship.

The six large circles stand for community and how Sarina Russo shares and works with community.

The artwork hangs proudly at our Australian Head Office in Brisbane. Each Sarina Russo Job Access office has a print of the painting and an explanation of the painting's theme on prominent display.

In 2017, Goompi Ugerabah was commissioned to paint the journey of Sarina Russo and the Sarina Russo Group. See the artwork being unveiled by its creator scanning or clicking in the QR Code below:



Our RAP Journey

Prior to our first RAP, we surveyed customers. They told us we needed to build awareness and confidence for all staff in engaging with First Nations communities. They wanted us to improve our recognition within the First Nations communities through better branding and signage acknowledging Traditional Owners and language.

Responding to this, we fostered a culturally safe place for our staff, customers and partners by:

- Sarina Russo locations proudly display the Aboriginal and Torres Strait Islander flags and a plaque acknowledging Traditional Owners and language.
- Introduced as part of our first Reconciliation Action Plan, an Acknowledgement of Country, which commences all Sarina Russo formal meetings and a Welcome to Country is conducted at organisation events
- Sarina Russo also prominently displays our story depicted in artwork painted by Goompi Ugerabah. This visual is displayed in our sites, on our uniforms, website, and vehicles.

Knowing we wanted to do even better, we invited operational managers, industry experts, local community, and Elders to a two-day performance improvement workshop. Arising from that workshop was commitment to:

- Create a welcoming place for First Nations customers to attend
- Increase staff cultural awareness
- Acknowledgement of Country incorporated into business practice
- Increasing First Nations staffing levels

Our first RAP provided the basis to enable SRG to establish foundation practices and culture. Having achieved the foundation pieces we identified, SRG now needs to consolidate and increase our maturity by furthering and strengthening our engagement with First Nations peoples, communities and supply chains, engaging staff in reconciliation and continuing implementation of innovative strategies to empower First Nations peoples.

SRG aspires to successfully implement all of the commitments set out in this RAP – we will do this by having well developed strategies, strengthening our approach to furthering reconciliation throughout our sphere of influence and embedding our commitments into our ‘business as usual’.

Our Innovative RAP

Supporting and creating opportunities for First Nations peoples remains our priority. All executives and leaders within the SRG are committed to the success implementation and execution of our RAP.

The senior Executive responsible for driving our RAP is Ms Dianne Fletcher CEO Sarina Russo Job Access. Ms Fletcher has an extensive career in government and employment service delivery having spent several years working across communities in Far North Queensland and Cape York implementing government reforms and increasing employment participation and engagement within communities.

Working to support SRG leadership achieve its priorities for First Nations peoples 2022-2024 and beyond is:

Violet Geesu - First Nations Manager and proud Meriam woman on her Father's side and her Mum's dad is from Tanna Island, Vanuatu and her Mum's Mum is from Darumbal county. Violet is responsible for implementation of strategies for frontline staff to engage with First Nations peoples within Sarina Russo Group.

SRG is currently reviewing its RAP Working Group and refreshing membership having two vacancies to be filled by an employee representative.

At the core the SRG RAP Working Group comprises of:

Dianne Fletcher	CEO Sarina Russo Access and RAP Champion	Co-Chair	Internal
Violet Geesu	First Nations Manager	Co-Chair	Internal
Aunty Flo Watson AOM	Community Elder by invitation		Internal
Maria Berlese	National Human Services Manager		Internal
Glen Nicholson	Learning and Development Manager		Internal
Hannah Sturdy	Employment Coach		Internal
Jeff Chaseling	Manager		Internal
Haylee Williamson	Employment Coach		Internal
Kimberley Tripp	Workplace Support		Internal
Eerin Blackmore	WNTT Mentor		Internal

Our Innovative RAP

It is with great pleasure Aunty Flo Watson OAM agreed to be part of the Sarina Russo community. Aunty Flo is an Elder, traditional owner and proud descendant of the Ghunghanghi People of Yarrabah, North Queensland. Aunty Flo is a founding member of Reconciliation Qld Inc. We strive to have a RAP Working Group with 50% First Nations and 50% non-Indigenous representation. Currently 50% of the Working group membership are connected to First Nations communities.

The SRG Working Group continues to be a forum for listening and hearing from our First Nations staff as well as the broader SRG workforce. The Working Group will focus on:

- Ensuring SRG supports our First Nations staff and educates and increases cultural appropriateness across the group.
- Advising on relationships with Aboriginal and Torres Strait Islander stakeholders and strategies for reconciliation initiatives
- Advising on opportunities and initiatives to improve SRG services and program delivery to First Nations peoples
- Monitoring and reviewing SRG performance against RAP commitments

SRG does not have a formal external member Aboriginal and Torres Strait Islander Advisory Group. SRG works closely with a diverse range of communities. Our preferred approach is to work with and seek advice and input from many sources given our customer base either lives in or comes from any community across Australia. The SRG RAP Working Group will have a standing opportunity to invite community to participate in conversation or RAP Working Group meeting based on targeted subject matters or community issues.

Improving our approach: REAL RESULTS, REAL CHANGE

We are proud of the work we have done to date.

Achieving reconciliation is a joint goal and one we will be continuously working together to achieve.

We will continue to make progress by walking alongside First Nations peoples, communities, businesses and governments to deliver our services. SRG has been working hard to achieve real outcomes and transform the way we work – from our creation and support of **RELATIONSHIPS**, our code of conduct and protocols guiding our engagement with and showing **RESPECT** for communities through to investing in and creating **OPPORTUNITIES** for First Nations businesses.

RELATIONSHIPS

We developed stronger and more meaningful relationships with First Nations stakeholders and implemented strategies and engaged all our staff in reconciliation and education opportunities so that our business, services and programs are relevant and appropriate to meet the needs of First Nations peoples.

RESPECT

Our contribution and support within the First Nations communities was improved through strengthened respectful engagement of Traditional Owners within our offices.

OPPORTUNITIES

Supporting supplier diversity through delivery of procurement activities. Our corporate uniforms were designed and supplied by a 100% First Nations owned business

Key Learnings

During the implementation of our first RAP we had a number of key learnings and then adjustments which contributed to outcomes achieved and have informed the RAP moving forward.

Learning 1 – Improving opportunities for a voice in the business through the introduction of the monthly “mob meeting” led by First Nations Services Manager and including the RAP Champion from September 2021. Our First Nations Staff meet to discuss issues of interest, professionally and personally, workshopping solutions and projects to advance the issue. Participants also use this opportunity to build network contacts and identify professional development opportunities. Our staff share stories of their personal journey with some staff discovering some unknown family connections and stories through these conversations enabling them to meet family for the first time. Feedback will be sought in early 2022 of the effectiveness of the meeting and to identify topics or themes for future meetings with a view to invite external speakers.

Learning 2 - Better induction and mentoring support for new First Nations employees through inclusion and engagement long term senior First Nations staff within SRG. At their first “Monthly Mob Meeting”, new First Nations employees are introduced to the team and encouraged to share their story. Specific onboarding sessions are scheduled to review progress to date and identify any additional supports required. A review of the strategy has shown this one-to-one engagement supports individuals build their initial confidence with the nature of the work, increases their success in workplace and shows early indications of supporting increased retention in roles.

Learning 3 – Based on the SRG school based trainees experience during the 2020 COVID peak, our model has been updated to include more structured mentoring for school based trainees to increase success of transition from “school” to the Workplace. Supervisor, Manager and leadership training has been reviewed to include information specifically addressing school based trainees in the workplace and awareness of adolescent First Nations cultures so that supervisors can establish better orientation programs and manage engagement attendance and progression of the traineeship.

Our Key Learnings have guided our Respect Actions for this RAP. We have taken this opportunity to review and focus on improving SRG HR, Communication and Cultural Protocols strategies, policies and procedures; to increase understanding and appreciation of First Nations cultures, histories and achievements; and provide opportunities to engage with First Nations cultures, celebrate with communities and promote pride in culture with our employees.

Supporting and creating opportunities for First Nations peoples remains our priority. Working to support SRG leadership achieve its priorities for First Nations peoples 2022-2024 and beyond are:

- Violet Geesu - First Nations Manager

SRG is proud of the commitments we have made in this RAP and strives to strengthen our standing as a champion of reconciliation within our communities. Along with senior leadership colleagues, we will ensure appropriate resources, governance and importance is placed on delivering our commitments to secure prosperity and opportunities for our First Nations peoples.

Relationships

SRG is a people business. The services we deliver, the value we add to our students, candidates, apprentices and employers is all underpinned by a committed team. The team empathises, connects, motivates and inspires our candidates.

Building beneficial relationships with our clients, partnering and connecting clients with employers and engaging with Traditional Owners and First Nations communities is essential in achieving employment and education outcomes for our First Nations clients. These outcomes are core to the services SRG deliver. SRG believes we can achieve greatness for all communities by understanding every person's story and "Finding the Diamond Within".

SRG is determined to have a positive influence in First Nations communities through the power of employment. We do this through the recognition of First Nations peoples' rich contribution and connection to the histories, heritage and culture of Australia. SRG will continue to listen and learn to create stronger connections and more powerful education and employment opportunities for all Australians.

Focus Area:

Relationships actions below align with a number of other SRG strategies, policies and procedures including:

- Local Stakeholder Partnership plans
- SRG HR policies and procedures
- SRG communication strategies, SRG branding and marketing/ communication toolkits

Action	Deliverable	Timeline	Responsibility
1. Develop and maintain mutually beneficial relationships with First Nations peoples, communities, and organisations to support positive outcomes.	Build on initial meeting with local First Nations stakeholders and organisations started in June 2022 to review agreed guiding principles for engagement	July 2023	Lead: RAP Champion Support: RAP Working Group; First Nations Services Unit
	Develop, implement and review a 2023-2025 engagement plan to work with our First Nations stakeholders	July 2023 July 2024 (review) June 2025 (review)	Lead: First Nations Services Manager Support: RAP Working Group; First Nations Services Unit



Relationships

Action	Deliverable	Timeline	Responsibility
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between First Nations people and other Australians.	Implement strategies to engage and encourage employees to participate in external events to recognise and celebrate NRW	May 2023 (commenced) May 2024 (review) May 2025 (review)	Lead: First Nations Services Manager Support: First Nations Services Unit & People, Learning and Culture
	Demonstrate publicly our commitment to reconciliation by organising at least one internal event for NRW each year	27 May – 3 June 2023 27 May – 3 June 2024 27 May – 3 June 2025	Lead: RAP Champion Support: Managing Director, Executive, First Nations Services Unit, People, Learning and Culture
	SRG representatives attend NRW events in our service delivery areas identified via Reconciliation Australia's NRW website	27 May – 3 June 2023 27 May – 3 June 2024 26 May – 2 June 2025	Lead: RAP Champion Support: Managing Director, Executives, First Nations Services Unit, People, Learning and Culture
	Promote NRW using Reconciliation Australia's NRW resources through SRG's traditional and online communication platforms	27 May – 3 June 2023 27 May – 3 June 2024 26 May – 2 June 2025	Lead: First Nations Services Manager Support: SRG Marketing and Comms
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	27 May – 3 June 2023 27 May – 3 June 2024 26 May – 2 June 2025	Lead: RAP Champion Support: RAP Working Group
	Register all our NRW events on Reconciliation Australia's NRW website	May 2023 May 2024	Lead: First Nations Services Manager Support: SRG Marketing & Communications
	Extend an invitation to First Nations peoples to share their reconciliation experiences or stories with SRG staff during NRW	27 May – 3 June 2023 27 May – 3 June 2024 27 May – 2 June 2025	Lead: RAP Champion Support: First Nations Services Unit
3. Raise internal and external awareness of our RAP and promote reconciliation across our business and sector.	Develop, implement and review a strategy to communicate our RAP and our commitment to reconciliation to all internal (Sarina Russo Update/induction process) and external stakeholders (Traditional and Online Communications Platforms)	September 2023 (develop) September 2024 (review)	Lead: Group Chief Executive – Officer SRJA Chief Support: People, Learning and Culture, Marketing and Communications
	Promote reconciliation through ongoing active engagement with all stakeholders	August 2023 February 2024 (review) August 2024 June 2025 (review)	Lead: RAP Champion Support: First Nations Services Unit
	Collaborate with the RAP network and other like-minded organisations to develop ways to advance reconciliation	August 2023 August 2024	Lead: RAP Champion
	Implement Strategies to engage our staff in reconciliation including encouraging the use of "Reconciliation Australia's Share Our Pride" online tool to all employees	June 2023 (commenced) May 2024 (review) May 2025 (review)	Lead: National HR Manager Support: RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	Engage with First Nations staff and/or advisors to consult on our anti-discrimination policy	May 2023	Lead: Group Chief Executive – Officer Support: SRJA Chief Executive Officer, First Nations Unit, People, Learning and Culture
	Review of Group HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September 2023	Lead: HR Manager
	Implement and communicate outcomes of review of existing anti-discrimination provisions to all staff and supply chains.	October 2023 May 2024 November 2024	Lead: Group Chief Executive – Officer
	Educate senior leaders on the importance of pride in history and effects of racism.	September 2023	Lead: RAP Champion Support: First Nations Services Unit, People, Learning and Culture

SRG acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land. We pay our respect to the Elders past, present and emerging of these Nations, and the Elders on the land in which SRG conduct our core business.

SRG understands the importance of First Nations peoples' histories, cultures and connection to the land. Building trust, respectful relationships with First Nations peoples is the key to achieving positive outcomes for SRG's businesses and the people we support. Our commitment is to be culturally respectful and build strong connections genuinely benefiting all of our staff and SRG by:

- Strengthening our service provision – becoming an employment service provider of choice
- Positioning SRG as an employer of choice known for inclusiveness of both First Nations peoples and non-Indigenous peoples.
- Positioning SRG as a preferred partner of like-minded organisations who support and promote reconciliation.

By better understanding of First Nations cultures and traditions we will be able to support and deliver the best possible employment and economic outcomes for our First Nations peoples.

Focus Area:

Respect actions below align with a number of other SRG strategies, policies and procedures including:

- SRG HR policies and procedures and training
- SRG Communication Strategies, SRG branding and marketing/ communication toolkits
- SRG Cultural Protocol Handbook
- Property and facilities

Action	Deliverable	Timeline	Responsibility
5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of First Nations cultures, histories and achievements.	Conduct a review of cultural learning needs within the organisation	November 2022	Lead: First Nations Services Manager Support: RAP Working Group; People, Learning and Culture; First Nations Services Unit
	Consult with local Traditional Owners and/ or First Nations staff on the ongoing strategy for cultural awareness training	June 2023 (commenced)	Lead: First Nations Services Manager Support: RAP Working Group; First Nations Services Unit
	Continue implementation and delivery of cultural awareness strategy to staff including options for cultural immersion and online learning tools	May 2023 (commenced) November 2023 (review/plan) May 2024 (review/plan) November 2024 (review/plan)	Lead: RAP Working Group Support: People, Learning and Culture; First Nations Services Unit
	Provide continuing opportunities for RWG members, RAP Champion, HR managers and other key leadership employees to participate in cultural training	July 2023 (commenced) May 2024 (review/plan) May 2025	Lead: HR Manager Support: First Nations Services Unit

Action	Deliverable	Timeline	Responsibility
6. Engage employees in understanding the significance of First Nations cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Develop, implement and review a SRG Cultural Protocol Document outlining SRG commitment to cultural protocols to all employees.	June 2023 May 2024 (review)	Lead: RAP Champion Support: RAP Working Group; First Nations Services Unit; Marketing and Communications
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023 Completed May 2024 May 2025	Lead: RAP Champion Support: First Nations Services Unit; People, Learning and Culture
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	27 May – 3 June 2023 December 2023 27 May – 3 June 2024 December 2024	Lead: RAP Champion Support: First Nations Services Unit; RAP Working Group
	Include a personalised Acknowledgement of Traditional Owners and Elders at the commencement of all important internal and external meetings.	May 2023	Lead: RAP Champion Support: All SRG staff
	Display an Acknowledgement of Traditional Owners and Elders plaque in offices along with Aboriginal and Torres Strait Islanders flags.	May 2023 Commenced	Lead: Chief Operating Officer Support: Marketing and Communications
	Ensure all Sarina Russo emails include an Acknowledgement of Traditional Owners and Elders.	May 2023 Commenced	Lead: Group Chief Information Officer
7. Provide opportunities to engage with First Nations cultures, celebrate with communities and promote pride in culture with our employees	Consult with First Nations employees and Champions and plan SRG NAIDOC week event schedule (internal / external).	May 2023 May 2024 May 2025	Lead: RAP Champion Support: RAP Working Group; First Nations Unit; People Learning and Culture
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022 July 2023 July 2024	Lead: RAP Champion Support: RAP Working Group
	Promote and encourage participation in external NAIDOC events to all staff	July 2023 July 2024 July 2025	Lead: Chief Operating Officer Support: Director of Finance and Assets Management; People, Learning & Culture; Operations team; First Nations Unit
	Financially support a Community Cultural event	May 2023 May 2024 May 2025	Lead: RAP Champion Support: First Nations Unit
	Contact our local NAIDOC Week/Reconciliation Committee to discover events in our community	July 2023 July 2024 July 2025	Lead: RAP Champion Support: First Nations Unit
	Ensure HR policies and procedures remove barriers to staff participating in NAIDOC Week	July 2023 Commenced	Lead: RAP Champion Support: First Nations Unit; People, Learning and Culture



SRG is a people business and strives to be a culturally appropriate workplace that fosters opportunities for First Nations peoples and promote this ethos and expectations by educating business partners to embrace the same culture. Through this approach SRG benefits by:

- Becoming an employer of choice for First Nations peoples
- Cultivate a diversity of ideas and ingenuity through embracing inclusiveness and listening to different perspectives
- Partnering for success and outcomes with like-minded business partners.

SRG is committed to encouraging and supporting its First Nations employees to prosper in their careers and empower our candidates through recruitment, retention, and professional development and community engagement opportunities in order to maximise access to opportunities personally and professionally.

SRG will continue to look at internal and external job creation opportunities through traineeships, education and employment for First Nations peoples.

Focus Area:

Opportunities actions below align with a number of other SRG strategies, policies and procedures including:

- SRG Procurement Policy
- SRG HR policies and procedures
- SRG Communication strategies, SRG branding and marketing/ communication toolkits



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities	May 2023 May 2024 (review) May 2025 (review)	Lead: Group Chief Executive Officer Support: SRJA Chief Executive Officer, Chief Operating Officer, People, Learning and Culture, First Nations Unit
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace	May 2023	Lead: Group Chief Executive Officer Support: People, Learning and Culture, First Nations Unit
	Engage with existing First Nations employees to consult on employment strategies, including professional development and retention	September 2023 September 2024 (review)	Lead: Group Chief Executive Officer Support: People, Learning and Culture, First Nations Unit
	Promote and advertise staff vacancies and opportunities to First Nations communities	May 2023 November 2023 (review/plan) April 2024 November 2024 (review/plan) May 2025 (review/plan)	Lead: HR Manager
	Develop and implement a First Nations recruitment, retention and professional development strategy	May 2023 Commenced	Lead: Group Chief Executive Officer Support: SRJA Chief Executive Officer, People, Learning and Culture, First Nations Unit
	Increase the percentage of First Nations staff employed in our workforce.	May 2023 November 2023 (review/plan) May 2024 (review/plan) November 2024 (review/plan) May 2025 (review/plan)	Lead: Group Chief Executive Officer Support: SRJA Chief Executive Officer, Chief Operating Officer, People, Learning and Culture, First Nations Unit
9. Investigate opportunities to incorporate First Nations supplier diversity within our organisation	Review and update procurement policies and procedures to facilitate procurement of goods and services from First Nations businesses and communicate to staff	May 2023	Lead: Director of Finance and Assets Management Support: RAP Champion, First Nations Unit
	Communicate updated First Nations procurement policy to staff	September 2023	Lead: Director of Finance and Assets Management Support: Marketing and Communications
	Investigate Supply Nation Membership	August 2023	Lead: Director of Finance and Assets Management Support: RAP Champion, First Nations Unit
	Increase purchasing quantities with our established commercial relationships with our First Nations-owned business suppliers	May 2023 Nov 2023 (review) May 2024 (review/plan) Nov 2024 (review) May 2025 (review/plan)	Lead: Director of Finance and Assets Management Support: RAP Champion, First Nations Unit
	Promote to our current corporate partners benefits and opportunities of engaging with our First Nations suppliers	May 2022 Nov 2022 (review/plan) May 2023 (review/plan) Nov 2023 (review/plan) May 2024 (review/plan)	Lead: RAP Champion Support: Marketing and Communications, First Nations Unit

Action	Deliverable	Timeline	Responsibility
10. Increase education & employment pathways for First Nations peoples to become job-ready	Develop and implement First Nations employment pathways strategy (e.g. traineeships, internships and School-based Apprenticeships)	February 2024	Lead: Chief Executive Officer – SRJA Support: HR Manager, First Nations Unit
	Seek First Nations consultation on the employment pathways strategy	August 2023	Lead: Chief Executive Officer – SRJA Support: Chief Operating Officer, First Nations Unit, State Managers
	Review and update employment pathways strategy	August 2023 August 2024	Lead: Chief Executive Officer – SRJA Support: Chief Operating Officer, First Nations Unit, State Managers
	Promote access Commonwealth funded placements through James Cook University Brisbane to First Nations people	January 2023 January 2024	Lead: Chief Executive Officer – JCUB



Governance, Tracking Progress & Reporting

SRG is committed to transparency in the way it operates and benefits from continuous review and improvement.

SRG leaders will continue to lead the organisation's RAP journey, demonstrate culturally appropriate interactions and encourage and support its First Nation peoples to prosper.

Action	Deliverable	Timeline	Responsibility
11. Increase education & employment pathways for First Nations peoples to become job-ready	Maintain First Nations membership and representation on the RAP Working Group.	June 2023 June 2024 June 2025	Lead: RAP Champion Support: First Nations Unit
	Meet 4 times per year to review and discuss progress against the RAP.	July, October, December 2023 February, July, October, December 2024 February, July 2025	Lead: RAP Champion Support: RAP Working Group
	Review Terms of Reference yearly.	August 2024 August 2025	Lead: RAP Champion Support: RAP Working Group
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Publicly report our RAP achievements, challenges and learnings annually.	June 2024 June 2025	Lead: RAP Champion Support: RAP Working Group; Marketing and Communications
	Report RAP progress to all staff and senior leaders quarterly	December 2023 March, June, September, December 2024 March 2025	Lead: RAP Champion Support: RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Lead: Group Chief Executive Officer Support: Chief Executive Officer SRJA; Quality Assurance & Audit Manager; First Nations Unit; People, Learning and Culture
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	December 2023 December 2024	Lead: RAP Champion
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2023 August 2024	Lead: RAP Champion
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023 September 2024	Lead: RAP Champion Support: Quality Assurance & Audit Manager; Chief Operating Officer SRJA; First Nations Unit



Governance, Tracking Progress & Reporting

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
13. Provide resources for effective implementation of RAP commitments	Engage our senior leaders and other staff in the delivery of RAP commitments.	September, December 2023 March, June, September, December 2024 March 2025	Lead: RAP Champion Support: RAP Working Group; Managing Director; Chief Executive Officer – Group, Executive Leadership
	Define resource needed for RAP implementation	May 2022	Lead: Chief Financial Officer Support: Group – Chief Executive Officer
	Maintain an internal RAP Champion from senior management.	May 2022	Lead: Managing Director Support: Chief Executive Officer SRJA
	Maintain and review appropriate systems to track, measure and report on RAP commitments.	June 2023 (review) June 2024 (review) June 2025 (review)	Lead: RAP Champion Support: People, Learning and Culture; SRG Leadership
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	January 2025	Lead: RAP Champion Support: First Nations Unit



Sarina Russo Group Employers working in building capacity within the First Nations space
Photo shared by Violet Geesu, Sarina Russo Group Indigenous Services Manager



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