

Innovate Reconciliation Action Plan

April 2023 - April 2025



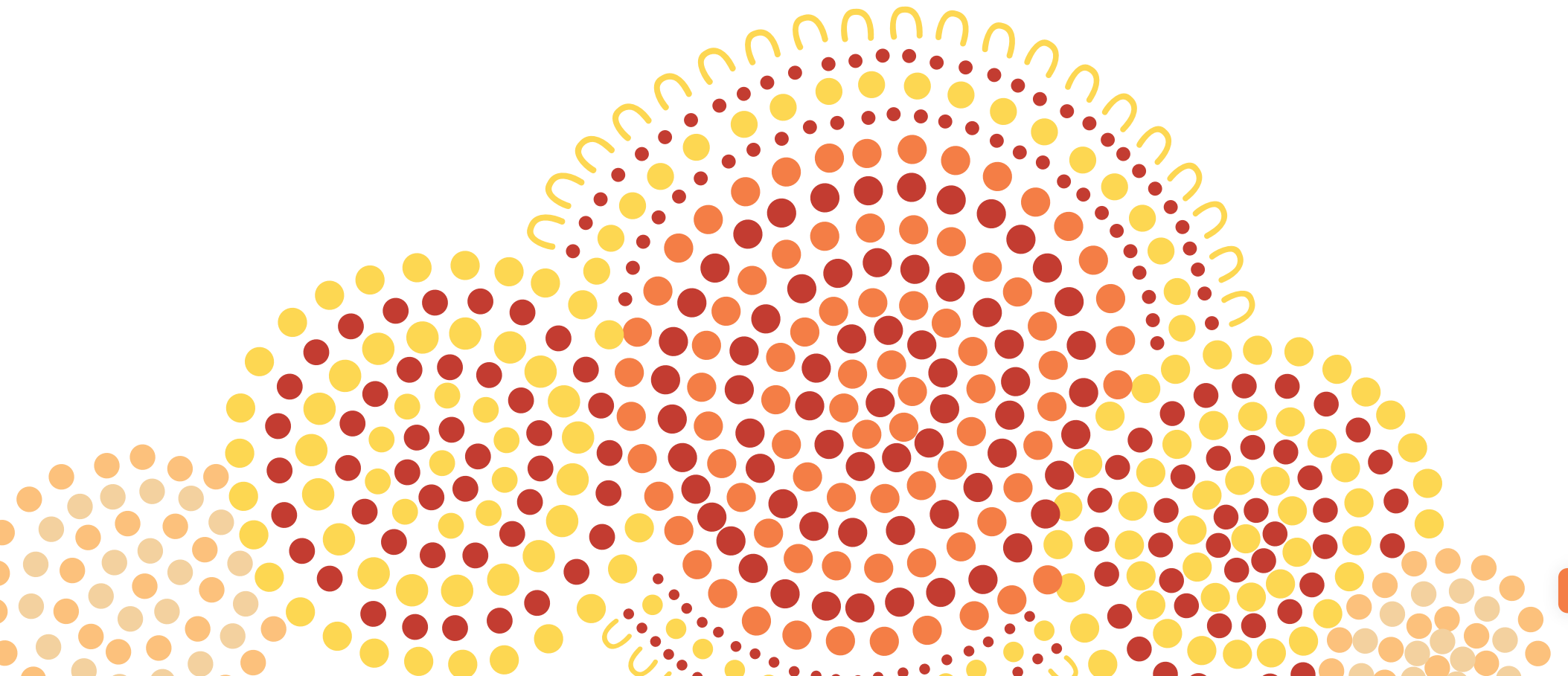
RECONCILIATION
ACTION PLAN

INNOVATE


JOB LINK plus

Acknowledgement of Country

In the spirit of reconciliation we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples, kinships and songline connections to this great nation, Australia.



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message from Reconciliation Australia CEO



Reconciliation Australia commends Joblink Plus on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Joblink Plus to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Joblink Plus is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals your readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Joblink Plus on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer - Reconciliation Australia

About the artwork and artist

Tamara Trindall - Gomeroi Yinnar

Tamara has been working with Joblink Plus in the ParentsNext program, supporting young parents with children aged under 6. Tamara has shared with us that her journey with Joblink Plus has been rewarding as she has been able to refer participants to appropriate services and activities that support family needs and improve employment outcomes for parents with a culturally safe approach.

“I’ve been inspired by my Great Grandfather, Nan and Pop to connect to culture through art. Art forms a strong connection to family and is my way of supporting culture.

Sharing artwork and seeing it used for logo and branding and as part of the Joblink Plus RAP has deepened my sense of connection to culture and community. In the future I hope to see my work represented in galleries and to inspire young mob to connect to culture through art.

The connection circles in my art represent the connection between Joblink Plus and the people and communities we work with”.



Innovate

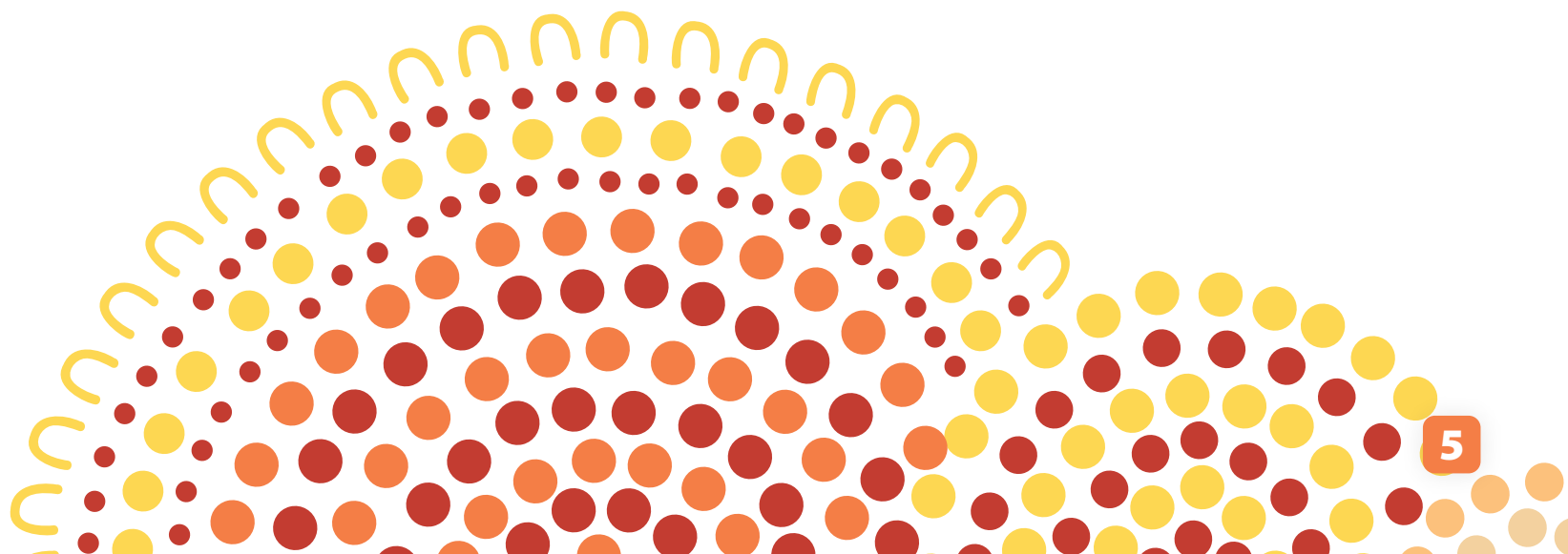
Reconciliation Action Plan April 2023 - April 2025

Our vision for reconciliation

Joblink Plus is committed to providing local, tailored and dedicated education and employment services and solutions to all communities we serve. We believe increasing workforce participation and diversity has positive benefits and we work with communities, job seekers and employers to build relationships, respect and opportunities for all. At Joblink Plus we trust that working in collaboration with Government and non-Government organisations opens more inclusive opportunities by working together to create a difference for positive progress and sustainable outcomes that are culturally sensitive and accepted.

These beliefs and our commitment to the communities we work with are core aspects of our RAP.

We acknowledge First Nations people across our footprint by walking together, learning from each other in unity, building trust through respect, understanding & inclusivity.



Our Vision:

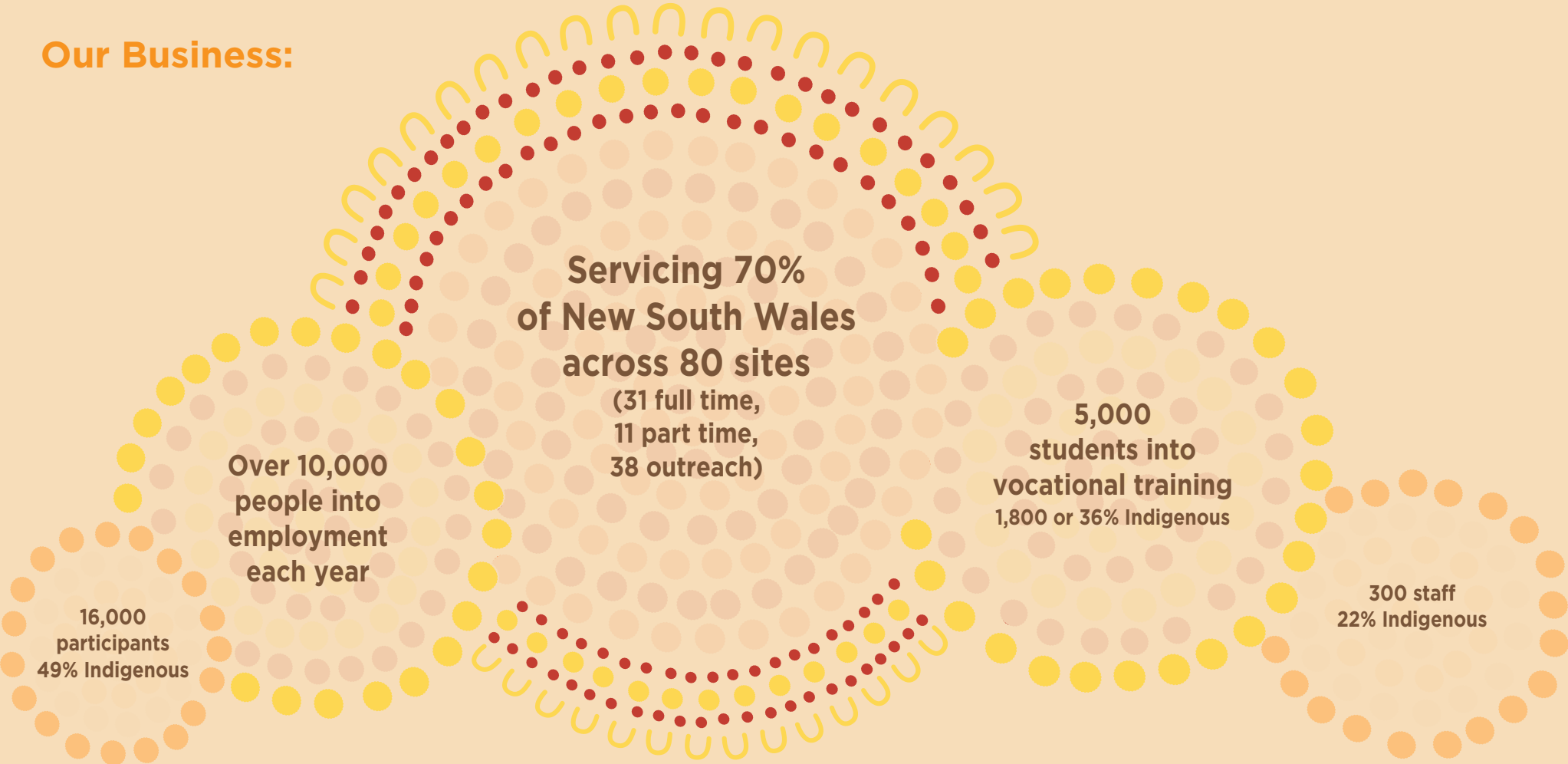
Our vision for reconciliation is to see strengthened relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

Joblink Plus is dedicated to working together with humility to build strong, sustainable relationships connected through a holistic approach, characterised by listening deeply and commitment to cultural competence.

When people connect with Joblink Plus they feel a sense of belonging, unity, dignity and respect while engaging in education and employment opportunities through our strengths based, trauma informed practices.

Collaborations are ethically aligned across our footprint, partnering in purpose to fully value all people.

Our Business:





Our Business:

Joblink Plus and its entities provide employment services and vocational training. We deliver to a range of communities across rural and regional NSW, covering approximately 70% of the state. We are located as far north as Boggabilla and Tenterfield, out west to Broken Hill, throughout the Hunter and Newcastle region, across the Central West to Lake Cargelligo (refer to map on page 10 - “Where we work”).

Joblink Plus is a for purpose, not for profit organisation, working with communities leading to employment opportunities with sustainable outcomes. In an average year Joblink Plus places approximately 10,000 people into employment and enrolls 5,000 students into vocational training through our Registered Training Organisation, Australian Training Plus.

We support communities through direct contributions, social enterprise, and grass roots volunteering. We partner with a diverse range of organisations with shared values, including local sporting teams, arts events, health initiatives as well as various youth and Indigenous programs.

Central to Joblink Plus’ presence and effectiveness is our dedicated team of nearly 300 staff. Here to help local business build a local workforce, the staff are caring and committed to the Joblink Plus purpose:

Believe in and support all people, connecting them to the dignity and fulfillment made possible through education and meaningful work.

Joblink Plus is licenced to deliver employment services and vocational training at both state and federal level. We complement the delivery of those services through business units such as Health & Wellbeing Plus, Drive for Life Driver Training, Central West Driver Training, and the addition of social enterprises including 2 barber shops and a training café.

Our Business:

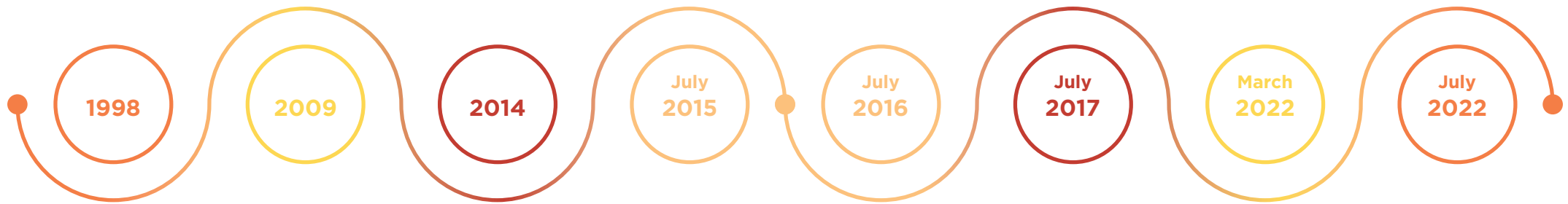
Current contracts delivering services on behalf of government to communities:

- Workforce Australia - Indigenous Specialist Provider, Ex-Offender Specialist Provider, Generalist Provider
- Transition to Work (youth)
- NSW Smart & Skilled Vocational Training
- ParentsNext
- Disability Employment Services
- Employability Skills Training

22%(67) of Joblink Plus staff identify as Aboriginal and Torres Strait Islander (as at January 2023). We recognise that Indigenous staff strongly contribute to improved employment and community outcomes for those clients as they recognise & understand barriers experienced by Aboriginal and Torres Strait Islander Participants & commit to offering tailored approaches that contribute to Target 7(employment) and 8(education) of the National Closing the Gap Agreement for Aboriginal and Torres Strait Islander people. Staff incorporate understanding of the disproportionate impact of intergenerational trauma on First Nations individuals & communities into our service delivery.

Joblink Plus aims to increase our Aboriginal and Torres Strait Islander staff levels through attraction and retention over the life of our RAP, providing professional opportunities in rural and regional NSW.

Our Journey:



Beginnings

Building on nearly 20 years of business and community services in Gomeri country, Joblink Plus Ltd commences delivery of a newly privatised employment service

In addition to Job Network, CDP and STEPRS, the Indigenous Employment Program is added to our suite of services

On the strength of 5 years of consistent services, we commence specialist school attendance programs in Toomelah, NSW with funding from Prime Minister & Cabinet

jobactive

Following significant industry reform, delivery of jobactive commences across 4 regions, including Gomeri, Anaiwan, Wonnaruah, Awabakal and Wiradjuri nations

Transition to Work

Joblink Plus is awarded a Transition to Work contract in 2 regions, and we launch our Indigenous Traineeship Program

ParentsNext

Delivery commences in 3 regions for ParentsNext; 40% of Participants are Indigenous

Joblink Plus is awarded Workforce Australia Indigenous Employment Specialist licenses in 3 regions

Workforce Australia

Delivery of Enhanced Services licenses, including specialist services, commences across 4 Employment Regions

Our Journey:

Since commencing delivery of employment services on behalf of the Australian Government in 1998, Joblink Plus has worked with Indigenous Australians to help Close the Gap.

From the outset, Joblink Plus has held a variety of contracts for specialist delivery, including IEP and STEPPRS, and had championed culturally significant community activities such as the restoration of the Brewarrina Fish Traps. A strong presence in Toomelah, Joblink Plus collaborated with Prime Minister & Cabinet on piloting school attendance programs.

Major industry reform saw the introduction of jobactive in 2015, and Joblink Plus expanded further into Wiradjuri country in the Central West employment region. At this time Joblink Plus leadership was compelled to commit to a RAP based on the communities in which we work and the growing numbers of staff who identify as Aboriginal and Torres Strait Islander.

We implemented an Indigenous Traineeship Program as a strategic decision to invest in Indigenous staff while building organisational capacity to provide culturally secure places for job seekers to participate in employment services.

In 2016 and 2017 Joblink Plus added two new significant specialist programs to our suite of services – Transition to Work for youth and ParentsNext for participants with children under 6 years of age. Both programs have high representation of Indigenous Australians – today, Joblink Plus' ParentsNext caseload is 40% Indigenous and our TtW caseload is over 60% Indigenous.

In 2018 Joblink Plus committed to being a Trauma Informed Organisation. We are acutely aware of the impact of colonisation and the Stolen Generations policies on the Indigenous families and communities we serve. As we have deepened our knowledge and understanding of the impact of intergenerational trauma, Joblink Plus has been compelled to refine and improve our culturally secure service delivery. We have not only designed and delivered specific coaching and training to all staff, we have also recognised the need to revisit our RAP.

As a leadership team, we reflected on the effectiveness of the previous RAP and identified an opportunity for the Joblink Plus RAP to reflect the innovation of delivering employment services with the principles of Trauma Informed Practice.

Recently, Joblink Plus was awarded Indigenous Employment Specialist licences in New England North West, Central West and Hunter regions, providing clear cause for our Innovate RAP to have even more meaning and be aligned to purpose for the people we work with.

Our RAP 2023 - 2025

Joblink Plus has developed this RAP to formalise our ongoing work in our offices and communities, allowing us to measure and record deliverables and other achievements while better identifying opportunities to work towards reconciliation.

The Working Group (please see page 35 for names and job titles) has identified that we best fit with the 'Innovate' RAP and consultation with Aboriginal & Torres Strait Islander staff members & Reconciliation Australia has informed this version. Future internal and external consultation and feedback will allow the RAP to be a living document for Joblink Plus.

The RAP is championed by the CEO, with the full support of the Board and Joblink Plus Leadership Team.

Joblink Plus has developed trusted and valued relationships with Aboriginal & Torres Strait Islander peoples and organisations in our communities over many years. We will implement our RAP to extend our leadership and employment outcomes across our footprint.



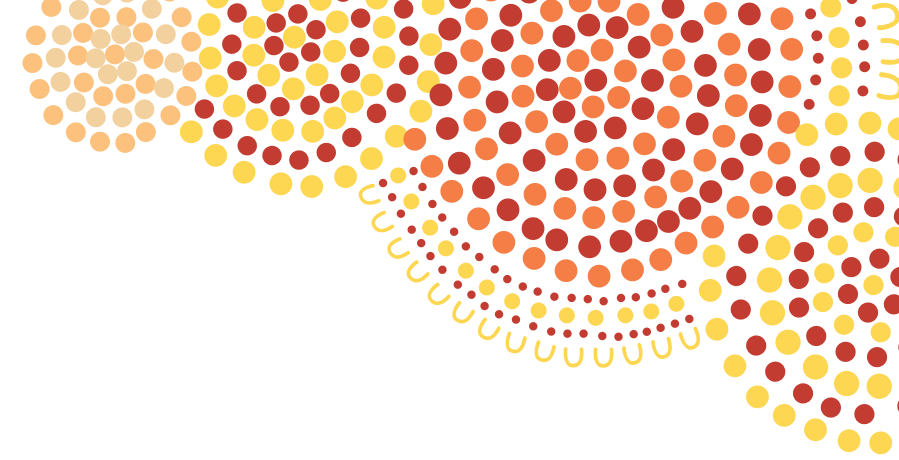
Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to Joblink Plus and its core business activities. We seek to connect people, share experiences, listen to communities and foster partnerships.

The team at Joblink Plus understands that relationships take time to develop and require commitment.

In our communities across NSW, connecting people, building partnerships and strengthening communication will help us achieve meaningful employment and education outcomes.

We will work with Aboriginal corporations and community groups as well as individuals to build relationships. As community leaders we will facilitate understanding and engagement to build effective connections.



Employer Relationships

Steve Fordham – Gomeroi Giwirr

Managing Director, Blackrock Industries

“Blackrock Industries is about giving the community opportunity and giving people a chance. We are an Indigenous owned company based in the Hunter Valley providing operations in earthworks, construction, demolition, fencing and tree planting. We want to train the future workers for our industry, because if someone in the local community wins a better opportunity, we all win.

Partnership with Joblink Plus has helped us expand business growth opportunities knowing that we have a competent workforce. Joblink’s direct approach is great; I know when we meet with Joblink that it’s about partnership, ensuring workers are the right fit. Joblink focuses on employer needs and progression of the job seeker. The assistance Joblink Plus provides to upskill potential employees and follow up with support during employment is of great benefit to us and the employee, with greater opportunities for meaningful and sustainable employment.

At Blackrock we see the benefits of working with a Workforce Australia Provider that is consciously and openly committed to reconciliation. It is also important to have a culturally safe workplace and a culturally safe place to meet like the Joblink offices to talk about challenges that employees might face so we can work through them together. Work gives people purpose, financial independence and breaks down mental health barriers.



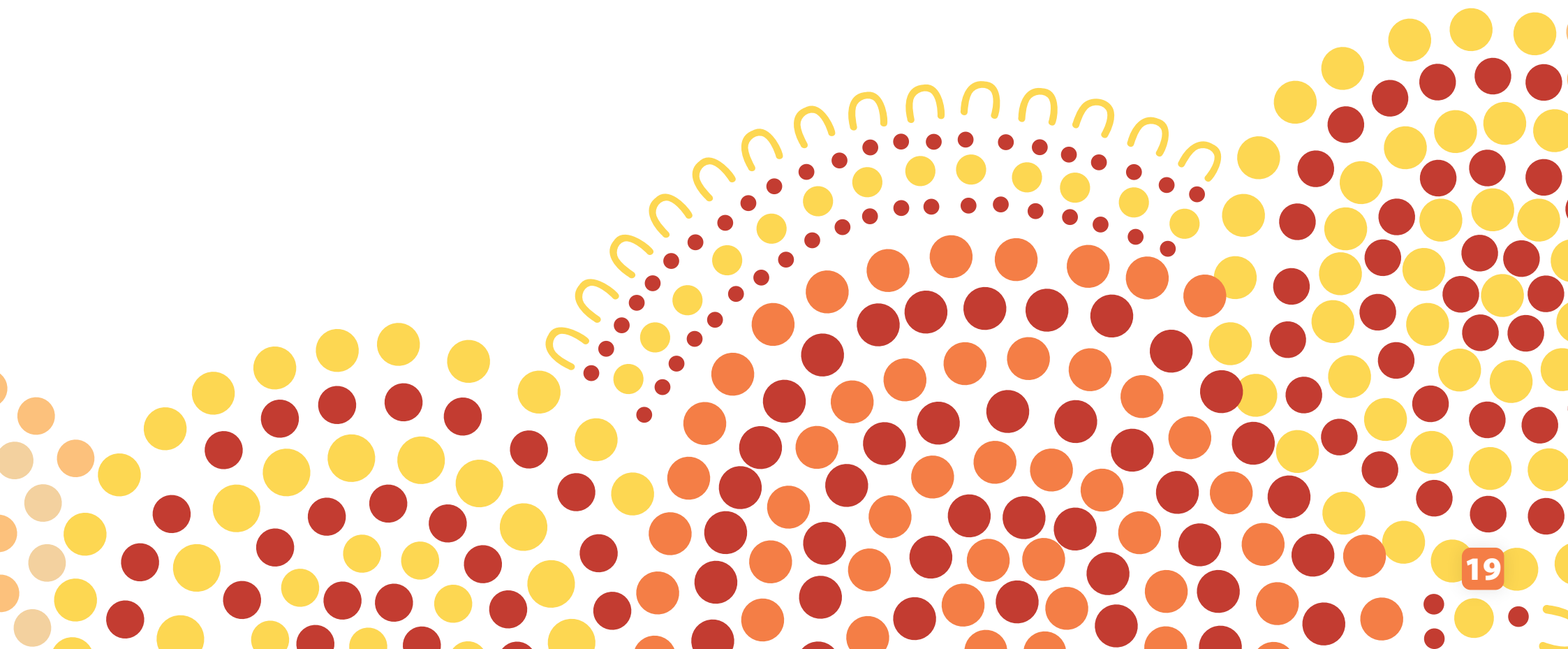
Working with and providing employment opportunities to Indigenous community members is important to Blackrock Industries because at the end of the day, we want to find a way that everyone can progress so we can Close The Gap, at Blackrock we believe that improving employment opportunities is a large contributor to that.”

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least one NRW event each year that aligns to the theme as outlined by Reconciliation Australia.	June 2023 & June 2024	Community Engagement Officer
	Support at least one internal event for NRW each year that aligns to the theme as outlined by Reconciliation Australia.	June 2023 & June 2024	Community Engagement Officer
	Register our NRW events via Reconciliation Australia's NRW website.	May 2023 & May 2024	RAP Working Group Leader
	RAP Working Group (RWG) members to participate in an external NRW event each year.	June 2023 & June 2024	
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2023 & June 2024	
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May 2023 & May 2024	Communications Leader

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders and organisations – including suppliers.</p>	<p>June 2023 & June 2024</p>	<p>CEO Support: Executive Team, Program Leaders & RAP Working Group Leader</p>
	<p>All full-time sites to meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</p>	<p>April 2023 - ongoing and updated monthly</p>	<p>CEO Support: Executive Team & Program Leaders</p>
	<p>Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.</p>	<p>April 2023 & April 2024</p>	<p>CEO Support: Program Leaders</p>
<p>Promote reconciliation through our sphere of influence.</p>	<p>Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</p>	<p>May 2023</p>	<p>RAP Working Group Support: Executive Team</p>
	<p>Promote reconciliation through ongoing active engagement with all stakeholders.</p>	<p>May 2023 & May 2024</p>	<p>CEO Support: RAP Working Group, Program Leaders & all staff.</p>
	<p>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</p>	<p>June 2023</p>	<p>CEO Support: RAP Working Group & Executive Team</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	May - June 2023 & May - June 2024	Communications Leader
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2023 & June 2024	CEO Support: Executive Team, Program Leaders & RAP Working Group Leader
	Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation.	April 2023 - ongoing and updated monthly	Program Leaders & Executive Team
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023 & November 2024	CEO Support: Executive Team
	Develop, implement, and communicate an anti-discrimination policy for our organisation	November 2023 & November 2024	CEO Support: Executive Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote positive race relations through anti-discrimination strategies. (cont.)	Engage with Aboriginal or Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2023 & November 2024	CEO Support: Executive Team
	Engage senior leaders and managers regarding education on the effect of racism.	February 2024 & February 2025	CEO Support: Executive Team





Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are important to Joblink Plus and its core business activities. We take pride in cultures and histories and seek to understand, appreciate and acknowledge Aboriginal and Torres Strait Islander people in our communities. We learn from each other, and we celebrate a growing mutual respect.

The core values of Joblink Plus centre on listening deeply and respect for the individual, as well as a commitment to meaningful employment and education outcomes for communities.

We are proud to work in areas with high Indigenous populations and are committed to gaining a deeper understanding of local First Nations cultures and histories. We will learn about local cultures and participate in festivals and celebrations, building on community leadership and partnerships to engage all people on their journey.





Engaging with Community:



Uncle Mark Atkins

Uncle Mark Atkins

Our work with Indigenous participants & youth is informed by our work with Uncle Mark Atkins. Uncle Mark, a full-time employee of Joblink Plus, leads our cultural connection program based on Country. He builds self-respect, confidence, a sense of belonging & achievement among participants with considerably complex barriers. Uncle Mark has coached & mentored 300+ male youths in community to gain an understanding of Indigenous culture, music, art & storytelling culminating in the creation of their own didgeridoo & learning to play. Participants are encouraged to showcase achievements & progress in addressing barriers, leading to fulfilled lives including further education & employment.



Callum Morris (Joblink Plus), Aunty Aileen Allen (Forbes Dreaming Centre), Bryce Dollery (WfD Participant) and Tony Hollstein (WfD Participant)

Forbes Dreaming Centre

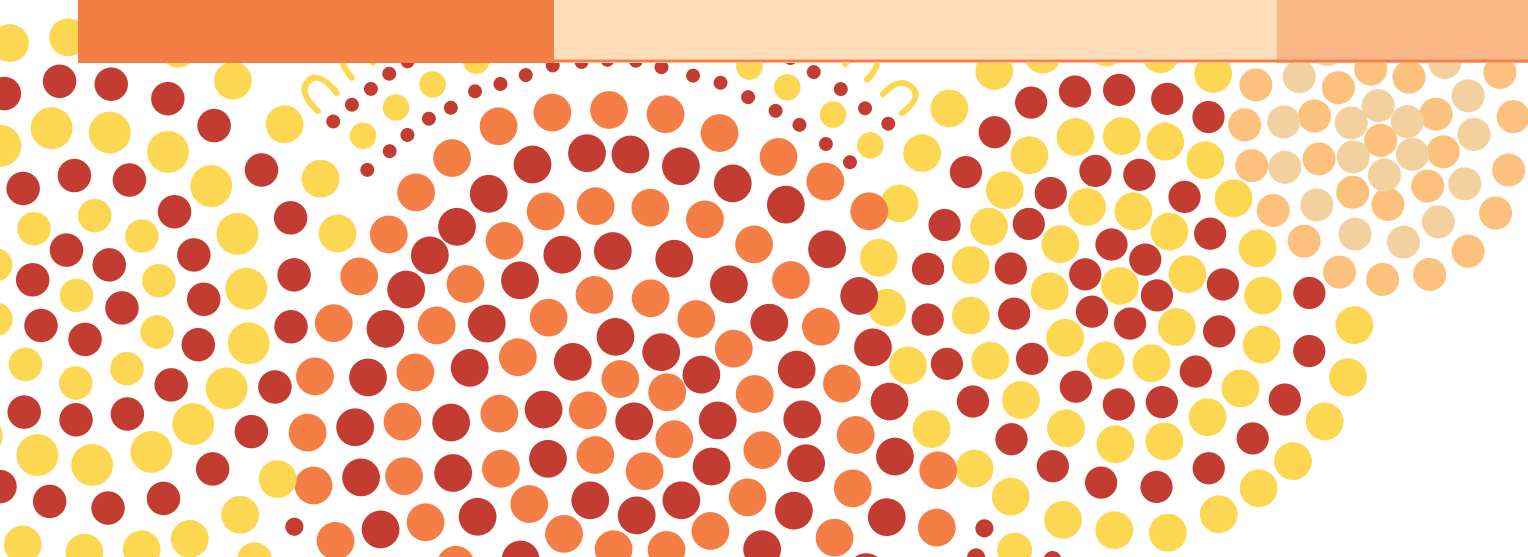
The Dreaming Centre in Forbes is used for sharing Indigenous cultural knowledge & developing solutions to prevent the loss of local Indigenous cultural heritage. Joblink Plus connected with The Dreaming Centre to create a Work for the Dole activity to assist with the restoration of the centre as it needed repair. 23 Work for the Dole Participants assisted with lawn & garden maintenance & painting & repairs of the centre. The activity was a valuable intervention with Participants learning valuable skills whilst being connected to culture. The success of this activity is shown with 65% of Participants employed within 6 months of activity completion.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>April & September 2023 and April & September 2024</p>	<p>CEO Support: RAP Working Group & Executive Team</p>
	<p>Develop, implement, and communicate a cultural awareness training strategy for our staff which identifies and defines cultural learning needs of employees in all areas of our business.</p>	<p>November 2023 & November 2024</p>	<p>CEO Support: RAP Working Group & Executive Team</p>
	<p>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of cultural learning strategy.</p>	<p>November 2023 & November 2024</p>	<p>CEO Support: RAP Working Group & Executive Team</p>
	<p>Provide opportunities for RWG members, RAP champions, HR department and other key leadership staff to participate in formal and structured cultural learning.</p>	<p>February 2024</p>	<p>CEO Support: RAP Working Group & Executive Team</p>
	<p>Investigate local cultural experiences and immersion opportunities.</p>	<p>April 2023 & April 2024</p>	<p>CEO Support: RAP Working Group & Executive Team</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country.	September 2023	CEO Support: RAP Working Group, First Nations Cultural Advisor & Executive Team
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2023	CEO Support: RAP Working Group, First Nations Cultural Advisor & Executive Team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2024 & March 2025	CEO Support: RAP Working Group and Community Engagement Officer & Program Leaders
	Include Acknowledgement of Country or other appropriate protocols at the commencement of important external and internal meetings.	October 2023	CEO Support: Executive Team & Business Leaders
	Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.	March 2024 & March 2025	CEO Support: RAP Working Group, Executive Team & Business Leaders

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander ... cont.	Organise and display an Acknowledgment of Country and Apology plaque in our full-time sites.	April 2023	CEO Support: RAP Working Group, Executive & Communications Leader
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Rap Working Group to participate in an external NAIDOC Week event.	First week in July 2023 - 2024	RAP Working Group Leader
	Review HR policies and procedures to remove barriers to staff participating in local NAIDOC Week.	November 2023 & November 2024	CEO Support: Executive Team
	Promote & encourage participation in external NAIDOC events to all staff.	First week in July 2023 & 2024	CEO Support: RAP Working Group, Executive & Communications Leader
	Hold an internal and/or support an external NAIDOC Week event.	July 2023 & July 2024	CEO Support: Business Leaders & Community Engagement Officer
	Support an external NAIDOC Week community event.	July 2023 & July 2024	CEO Support: Business Leaders & Community Engagement Officer
	Contact our local NAIDOC Week Committee to discover events in our community.	July 2023 & July 2024	CEO Support: Business Leaders & Community Engagement Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Recognise and celebrate Aboriginal and Torres Strait Islander significant dates.	Research and provide opportunities for local staff to recognise and celebrate Aboriginal and Torres Strait Islander dates of significance with their community.	June & July 2023 and June & July 2024	CEO Support: Business Leaders & Community Engagement Officer
	Create an events calendar for dates of significance.	May 2023	First Nations Cultural Advisor Support: Communications Team
	Promote dates of significance to staff.	May & June 2023 and May & June 2024	First Nations Cultural Advisor Support: Communications Team
	Encourage staff to attend events commemorating significant dates.	June & July 2023 and June & July 2024	CEO Support: Community Engagement Officer, Executive Team & RAP Working Group
	Invite a local Elder to speak to our employees on National Sorry Day.	May 2023 & May 2024	Program Leaders Support: Community Engagement Officer
	Include a discussion at Team Meeting to inform employees of significant dates.	May 2023 & May 2024	CEO Support: Executive Team & Business Leaders





Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to Joblink Plus and our core business activities – especially opportunities that lead to sustainable employment.

While working to our purpose we build individual resilience and unlock potential, raise community aspirations, meet evolving challenges in developing a skilled society and address the needs of disadvantaged Australians.

We believe working towards employment and education outcomes in each of our local areas supports building opportunity for First Nations peoples, organisations and communities.

Kaitlyn Wright (Gomeroy Yinarr)

Administration Assistant - Joblink Plus Wallsend

State Training Awards Finalist, Trainee of the Year



"I was employed with Joblink Plus as an Aboriginal Trainee in Business Administration after one of my first appointments as a job seeker. I completed my Certificate III in Business Administration and was offered an Administration Assistant role. I love my role because I greet everyone as they come to visit our office, and I just love making people feel welcome, it's an important part of what we do here to connect with the people we work with.

Joblink acknowledge that I'm a First Nations Woman and they want me to be a part of this journey of reconciliation. I am aware of ignorance and discrimination in some organisations & in professional and personal situations, so to not really feel it or experience it in such a huge organisation like Joblink Plus- I think we must be doing something right in that regard and it makes me proud to be part of it."

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes and professional development within our workplace.	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2023	CEO Support: Executive Team
	Engage with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including recruitment, retention and professional development.	November 2023	CEO Support: Executive Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2023	CEO Support: Executive Team
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2023	CEO Support: Executive Team
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	November 2023	CEO Support: Executive Team
	Increase percentage of Aboriginal and Torres Strait staff employed at Joblink Plus.	April 2025	CEO Support: Executive Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to improve. (cont.)	Develop an Aboriginal and Torres Strait Islander professional development strategy.	November 2023	CEO Support: Executive Team
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2023	CEO Support: Executive Team
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2023 & October 2024	CEO Support: Executive Team
	Develop commercial relationships with an Aboriginal and/or Torres Strait Islander owned business.	September 2023 & September 2024	CEO Support: Executive Team
	Investigate Supply Nation membership.	Current - To be reviewed annually in February	RAP Working Group Leader
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2023 & September 2024	CEO Support: Executive Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Promote Aboriginal and Torres Strait Islander people’s connection to employment and wellbeing services through delivery of cultural connection and experiential learning programs at Correctional Centres in support of reducing recidivism and improved social outcomes, with a particular focus on Aboriginal and Torres Strait Islander women.</p>	<p>Cultural connection and experiential learning programs for Aboriginal and Torres Strait Islander people in prison are delivered at Wellington Women’s Correctional (Wiradjuri), Tamworth (Gomeri), Cessnock (Wonnaruah) and Emu Plains (Darug) Correctional Centres.</p>	<p>December 2023 & December 2024</p>	<p>Executive Lead, Trauma Informed Practice & Senior Psychologist</p>
	<p>Place-based approaches that draw on local resources, knowledge and facilitation, including use of Aboriginal and/or Torres Strait Islander businesses.</p>	<p>December 2023 & December 2024</p>	<p>Executive Lead, Trauma Informed Practice & Senior Psychologist</p>
	<p>Services and programs to Aboriginal and Torres Strait Islander women in prison are trauma-informed and enhance community and family connections.</p>	<p>December 2023 & December 2024.</p> <p>Staff training provided annually on a cyclical basis.</p>	<p>Executive Lead, Trauma Informed Practice & Senior Psychologist</p>



Governance

Joblink Plus recognises the importance of governance structures and understands the value it provides in tracking accountability to ensure we are on trajectory to achieve our commitments.

In our RAP 2016 - 2020, Joblink Plus made commitments to improve its relationships, respect and opportunities with Aboriginal and Torres Strait Islander people, communities, organisations and suppliers. And whilst these commitments have been achieved, we've learnt through the previous plan that we must ensure our efforts are captured through adequate governance and reporting. Joblink Plus acknowledges that the achievements, challenges and learnings from our RAP 2023 - 2025 will guide the continued development of future plans and will continue to support our journey to reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review at each RAP Working Group Meeting (Bi-monthly from April 2023)	RAP Working Group Leader
	Apply & Review a Terms of Reference for the RWG.	April 2023	RAP Working Group Leader
	RWG meet at least four times per year to drive and monitor RAP implementation.	Bi-monthly from April 2023	RAP Working Group Leader
Provide appropriate support for effective implementation of RAP commitments.	Review resources needs for RAP implementation.	May 2023	RAP Working Group Leader
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023	RAP Working Group Leader Support: Executive Team
	Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	April 2023	RAP Working Group Leader Support: Executive Team
	Appoint and maintain an internal RAP Champion from senior management.	April 2023	RAP Working Group Leader

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>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.</p>	<p>April 2023 & April 2024</p>	<p>RAP Working Group Leader</p>
	<p>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</p>	<p>1st August 2023 & 2024</p>	<p>RAP Working Group Leader</p>
	<p>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</p>	<p>30th September 2023 & 2024</p>	<p>RAP Working Group Leader</p>
	<p>Report RAP progress to all staff and senior leaders quarterly.</p>	<p>Quarterly from April 2023</p>	<p>RAP Working Group Support: Executive Team</p>
	<p>Publicly report our RAP achievements, challenges and learnings, annually.</p>	<p>September 2023 & 2024</p>	<p>RAP Working Group Leader</p>
	<p>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</p>	<p>February 2025</p>	<p>RAP Working Group Leader</p>
	<p>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>April 2025</p>	<p>RAP Working Group Leader Support: Executive Team</p>

ACTION

DELIVERABLE

TIMELINE

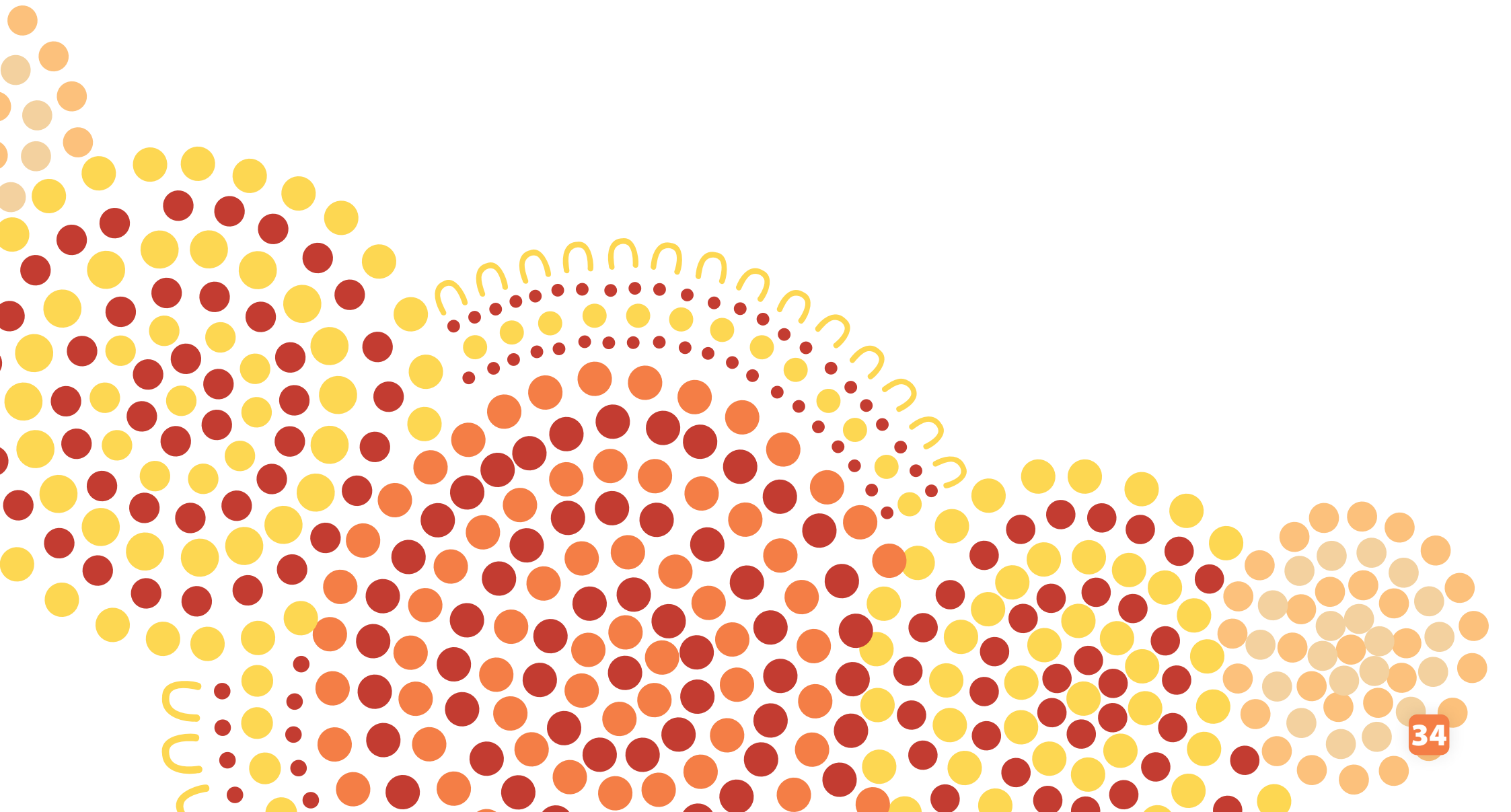
RESPONSIBILITY

Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's website to begin developing our next RAP.

November 2024

RAP Working Group Leader



Our Reconciliation Working Group is made up of the following members:

- 1 x RWG Leader - Driver Training Program Leader - Melanie Byrnes (Wiradjuri Nation)
- 1 x Executive Leader - Strategy, Performance and Business Analytics Executive Leader - Tim Diebold
- 1 x Operational Program Leader - RTO Apprentice & Traineeship Programs Leader - Richelle Bukovac
- First Nations Cultural Advisor - Aunty Marsha Hill (Wiradjuri Nation)
- At least 5 & no more than 8 x Operational Team Members:
 - First Nations Liaison Officer - Jasmine Doyle (Gomerioi Nation)
 - Community Engagement Coordinator - Katrina Higgins
 - Job Placement Consultant Team Leader - Pam Leacy (Wonnarua Nation)
 - Job Placement Consultant - Callum Morris (Dunghutti Nation)
 - Youth Programs Consultant - Keith Toomey (Gumbaynggirr Nation)
- Administration Assistants - Elizabeth Scholes-Walker (Wiradjuri Nation)
- Projects and Policies Specialist - Richard Butler
- Special thanks to: Sheree James, Emily Roy, Sam McPhee, Josh Crelley, Blossom Pitt, Kaitlyn Wright

Contact details for public enquiry

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Melanie Byrnes

Reconciliation Action Plan Working Group Leader

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