

Australian Rugby League Commission Elevate Reconciliation Action Plan

2018-2022



Together, we will continue to elevate and motivate one another throughout our journey and in our commitment to this RAP.



Foreword from CEO of Reconciliation Australia

Reconciliation Australia congratulates Australian Rugby League Commission (ARLC) on its past successes and ongoing commitment to advancing reconciliation, as it adopts its fourth Reconciliation Action Plan (RAP), and becomes the first National Sporting Organisation to develop a RAP at the Elevate level.

By implementing an Elevate RAP, ARLC joins an elite group of organisations that have gone above and beyond 'business as usual' to embed reconciliation into their core business practices, and decision-making at the highest level.

The RAP program inspires social change in workplaces across Australia, and economic and behavioural transformation with far-reaching, positive impacts. By raising the bar of its RAP ambitions, ARLC is setting an example as a leader in reconciliation.

In the ten years since the ARLC began its RAP journey, it has maintained a strong track record of following through with its commitments. ARLC is adept at consistently applying cultural learning, respectful business practices, and promotion of Aboriginal and Torres Strait Islander employment to its core business.

In this new plan, ensuring a safe and inclusive sporting environment that is free of racism is just one area ARLC is leading the way through its partnership with the Australian Human Rights Commission to develop a social inclusion framework to support the ARLC Member Protection Policy.

Setting a target of 100 per cent of new employees to complete face-to-face cultural awareness training within six months of being hired is a strong commitment to building awareness and understanding of Aboriginal and Torres Strait Islander histories, peoples and cultures in the workplace.

Sport plays such a large role in Australian society and Aboriginal and Torres Strait Islander people have had an enormous impact on the game of Rugby League. This Elevate RAP demonstrates a strong commitment from the game to supporting Aboriginal and Torres Strait Islander people and communities, and to valuing a just, equitable and reconciled nation for all Australians.

On behalf of Reconciliation Australia, I commend ARLC on its Elevate RAP and look forward to following the many achievements of its ongoing reconciliation journey.

Karen Mundine
CEO, Reconciliation Australia

A message from the CEO

On behalf of the National Rugby League (NRL), I am proud that as a game and as a community, Rugby League continues to raise the benchmark in embracing Aboriginal and Torres Strait Islander peoples.

2018 marks the start of our fourth Reconciliation Action Plan (RAP) – the highest level of RAP, with our game becoming the first National Sporting Organisation to develop an Elevate RAP.

We do so with an Aboriginal and Torres Strait Islander spirit, history and inclusiveness that has been part of our game over many years.

From celebrating and recognising our Aboriginal and Torres Strait Islander communities through our All Stars and Indigenous Round games; to the growing number of Aboriginal and Torres Strait Islander players participating in our sport and the individuals employed at all levels across our game.

Away from the field, our School to Work program has seen hundreds of Aboriginal and Torres Strait Islander students successfully completing their transition from school into higher education, training or employment.

And our mental health and education programs continue to play a vital role in ensuring that our youth have hope and heroes to look up to, encouraging them to continue to live happier and healthier lives.

Rugby League provides a home and an opportunity for many Aboriginal and Torres Strait Islander peoples throughout the land.

We will continue to use our collective voice to proactively support key social inclusion issues, including positive mental wellbeing; increased Aboriginal and Torres Strait Islander education and employment opportunities; and helping to eradicate domestic violence.

We stand as one in our game – side by side with Aboriginal and Torres Strait Islander peoples.

Together, we will continue to elevate and motivate one another throughout our journey and in our commitment to this RAP.

Todd Greenberg
CEO, NRL



A message from the Australian Rugby League Indigenous Council Chair

As Chair of the Australian Rugby League Indigenous Council (ARLIC), I would like to congratulate the ARLC CEO, Todd Greenberg and the NRL team, on the game's fourth Reconciliation Action Plan (RAP).

This is a milestone achievement for our game, as Rugby League becomes the first national sporting organisation to complete an Elevate RAP. There are very few businesses and organisations in Australia that have achieved a RAP at the elevate level.

The game of Rugby League has played an integral role in the Aboriginal and Torres Strait Islander community over many decades. It has been a vehicle for a sharing of history, culture, inclusiveness, passion and pride.

This RAP will see our game open up new frontiers and opportunities to First Nations peoples and ensure that together, we continue to embrace, support and inspire communities young and old.

No matter your place within Rugby League – be it as a fan, a volunteer, a coach or a player – this RAP provides a stake in the ground and a commitment to First Nations communities from a sporting, cultural and social perspective. It makes this everyone's business.

The ARLIC will continue to support and work alongside the ARLC and the NRL to provide guidance and growth for our pledged RAP and ensure that Rugby League maintains its place as a leading sport and supporter of First Nations people, culture and place in, not only the game, but the broader Australian community.

Linda Burney
Chair, Australian Rugby League Indigenous Council



Our vision for reconciliation

Rugby League has proven itself over many decades to be an inclusive sport and one that values reconciliation.

We also understand that reconciliation is an ongoing journey, a path that leads to prosperity and success among our Aboriginal and Torres Strait Islander communities. Our vision for reconciliation is to provide an environment which is free from discrimination and promotes respectful and positive behaviours that result in an equitable and a unified Australia.

In addition we want to remain a leading sport when it comes to Aboriginal and Torres Strait Islander peoples.

Prior to Aboriginal and Torres Strait Islander peoples even being recognised as citizens of our country, Rugby League was recognising the talents of Lionel Morgan who represented our national team, the Australian Kangaroos in 1960.

In 1975 the Australian Government passed legislation that makes racial discrimination unlawful in Australia. Rugby League had well and truly understood the importance of inclusion by then and had already appointed an Aboriginal great, the late Arthur Beetson, as Captain of the Australian Kangaroos in 1973.

More recently the 2015 Grand Final saw the Captains of our two Grand Final teams being Aboriginal and/or Torres Strait Islander, with Johnathan Thurston leading the North Queensland Cowboys to a maiden Grand Final win over the Justin Hodges led Brisbane Broncos. On the same day we saw Aboriginal and/or Torres Strait Islander captains accept the winner's trophy in all competitions - the National Youth Competition and the State Championships.

The ARLC's Reconciliation Action Plan has a clear line of sight to the ARLC's Strategic Plan and alignment with its strategic pillars – Unite, Excite and Inspire. We intend to continue to lead the way in providing opportunities for First Nations peoples both on and off the field and use

the power of our sport to make a positive difference in people's lives.

We recognise that there is still a long way to go however for Aboriginal and Torres Strait Islander peoples to have equality. What we do know though is the role that Rugby League can play in bringing about equity to ensure success and a reconciled nation. Our 2018-2022 Elevate Reconciliation Action Plan will actively build on the success of our Stretch RAP and move beyond the requirement for targets to make our workforce accountable, but to a place where we make each other accountable for the opportunities we provide and the success we achieve.

More importantly though we will take these learnings and through strong leadership establish a coalition of sports to work towards a society that is equitable and respectful of Aboriginal and Torres Strait Islander communities and culture.



Our Business

With a rich history dating back to its creation in 1908, Rugby League is a community-based sport played by hundreds of thousands right across Australia, especially in country areas.

In addition, there are countless people who give their time volunteering to ensure boys and girls, teenagers and adults can play the sport they love each weekend.

Formed in 2012, the Australian Rugby League Commission (ARLC) is the governing body for Rugby League in Australia. It sets the overall strategic direction for the game and works to ensure that the administration across all levels of Rugby League can meet the demands of being a modern, professional and well governed sport. It has responsibility for funding the game at all levels and helping the game to grow and foster both in Australia and internationally.

The ARLC also organises the NRL competition, the State of Origin and Australian representative matches and works with the Rugby League International Federation and other Rugby League bodies to foster Rugby League throughout the world.

Recognising the significance and profile of Rugby League in communities all across Australia, the ARLC also has a commitment to promote the welfare of young people, the Rugby League community and their interests.

The National Rugby League runs the world's premier Rugby League competition comprising of 16 teams (15 from Australia and one from New Zealand). The NRL has a total workforce of 429 full-time and 18 part-time staff with 27 Aboriginal and/or Torres Strait Islander staff. Having employed its first Aboriginal and/or Torres Strait Islander staff member in 2011, significant progress has been made in a short period of time to significantly expand our staff network.

The majority of the NRL's staff are based across three sites in the Sydney suburbs of Moore Park and Everleigh and the Brisbane suburb of Milton. We also have satellite sites across Australia, including all capital cities.

Rugby League binds the community by providing a common platform that transcends gender, culture, age, ability and geography – it provides a way to open doors, break down barriers and establishes instant connections.



Our First Nations women continue to excel winning the 2017 NRL Women's All Stars game for the first time.

Rugby League is one of Australia's most popular sports, and in its heartland, NSW and Queensland, is Australia's largest population of Aboriginal and Torres Strait Islander peoples. From its beginning, First Nations peoples have starred and been represented among the Game's greatest players.

Today, our First Nations peoples are the third highest population playing Rugby League, with more than 30,000 registered players, making up just over 17% of all players. Our conversion rate from grassroots to the elite level is also something we are extremely proud of with 12% of all NRL players being of Aboriginal and/or Torres Strait Islander descent. This number more than doubled at our highest level in 2017 with 29% of our national team, the Australian Kangaroos being Aboriginal and/or Torres Strait Islander men.

Our First Nations women continue to excel winning the 2017 NRL Women's All Stars game for the first time. This led to four members of the Indigenous Women's All Stars team representing the Australian Jillaroos at the 2017 Rugby League World Cup. A feat unsurpassed in any sport.

The NRL is committed to utilising the power of Rugby League to make a positive difference. Off the field we continue to deliver international award winning programs that support Aboriginal and Torres Strait Islander youth achieve their aspirations and become proud young men and women.



Our RAP

As a sport we have led from the front when it comes to reconciliation. In 2008 we were the first National Sporting Organisation to develop a Reconciliation Action Plan and in 2014 we were again the first to develop a Stretch RAP.

It is significant then that we become the first National Sporting Organisation to join an elite level of corporate citizens to develop an Elevate RAP.

Our achievements over the past 10 years that we have been involved in the RAP Program have been a result of a strong commitment across all levels of our Game. Early in our journey we focussed on the establishment of advisory groups and a governance structure that built the foundations for delivering substantive reform on our journey to a reconciled Australia.

Established as a key objective of Rugby League's 2008-2009 RAP, the Australian Rugby League Indigenous Council (ARLIC) represents the views and ideas of Aboriginal and Torres Strait Islander peoples and acts as a sounding board for the Australian Rugby League Commission and the Game more broadly, in the

development and revision of policies, procedures and programs. The ARLIC provides strategic advice as required from time to time to all key stakeholders within the Game, in line with the ARLC's Strategic Plan. The ARLIC also provides strategic advice on the implementation of the RAP in its capacity as a member of the RAP Working Group.

Membership consists of:

- THE HON LINDA BURNEY MP, CHAIRPERSON
- MR JOSHUA CREAMER
- MS KATRINA FANNING
- MR MAL COCHRANE
- MR NATHAN TOWNEY
- MS KARLA GRANT
- MR RICKY WALFORD (CRL REPRESENTATIVE)
- MR EDWARD MONEAI (QRL REPRESENTATIVE)
- MR WILLIAM JOHNSTONE (NSWRL REPRESENTATIVE)



Alongside the ARLIC, an NRL Senior Players Group was established to represent the views and interests of all Indigenous players across the NRL squads. Selected by their peers, the Senior Players Group meet regularly to discuss issues that impact on the playing group and provide advice and guidance to the NRL Executive and the Australian Rugby League Indigenous Council.

Membership consists of:

- JOHNATHAN THURSTON
- GREG INGLIS
- JOEL THOMPSON
- JACK WIGHTON
- ASH TAYLOR



NRL has grown our First Nations workforce from employing our first Aboriginal and/or Torres Strait Islander staff member in 2011 to now making up over 5% of our total workforce.

A Reconciliation Action Plan Working group has also been established with representatives from members of the Australian Rugby League Indigenous Council, the NRL and the Senior Players Group. The group is responsible for actively monitoring the implementation and progress of our RAP and reporting progress to all key stakeholders. 4 of the 12 RAP Working Group members are Aboriginal and/or Torres Strait Islander people.

JAYMES BOLAND-RUDDER
Head of Government and Community Relations (Chair)

KATRINA FANNING
Australian Rugby League Indigenous Council member

DAVID SILVERTON
Head of Strategy & Corporate Development

MARK DEWEERD
General Manager, Indigenous Strategy

TOM GALLIMORE
Public Relations Manager

TIM ASHWORTH
Internal Communications Manager

SAMANTHA FEYZENY
Senior Marketing Manager, Brand & Communication

LUKE ELLIS
General Manager, National Participation & Development

TIM WATSFORD
General Manager, Major Events & Engagement

REBECCA DOYLE
Head of People & Culture

REPRESENTATIVE
NRL Senior Players Group

REPRESENTATIVE
Indigenous Employee Network

The establishment of these key advisory and working groups has helped ensure the NRL has made substantial progress since 2008 when we launched our first Reconciliation Action Plan. For example the NRL has grown our First Nations workforce from employing our first Aboriginal and/or Torres Strait Islander staff member in 2011 to now making up over 5% of our total workforce. A wonderful outcome! We have developed a strong Indigenous Employment Strategy that ensures we support the recruitment, retention and career development of Aboriginal and/or Torres Strait Islander peoples. This extends to ensuring our non-Indigenous workforce receive cultural learning opportunities, both through formal training and practical engagement.



Key achievements from our 2014-2017 Stretch RAP included:

- 80% of Aboriginal and Torres Strait Islander players reported, through an annual survey, feeling supported and like they have a voice in the game
- Employment of five Aboriginal and Torres Strait Islander Ambassadors to engage with Aboriginal and Torres Strait Islander communities
- Delivery of cultural awareness training to staff
- Development and implementation of a cultural protocols policy
- Development and implementation of an Indigenous Employment Strategy
- Increased the employment of Aboriginal and Torres Strait Islander staff to 5%
- Establishment of the Indigenous Employee Network
- Worked with all NRL Clubs to assist with the drafting of individual Club RAPs
- Engaged with Aboriginal and Torres Strait Islander businesses to supply goods and services to the NRL each year
- Partnered with Recognise and used NRL major events to raise community awareness about constitutional recognition

- All the NRL teams participating in the annual NRL Indigenous Round, including wearing Indigenous designed jerseys and having a Welcome to Country at games
- Successful delivery of the NRL School to Work Program to Aboriginal and Torres Strait Islander students

We recognise that there is still a long way to go however for our First Nations peoples to have equality. What we do know though is the role that Rugby League can play in bringing about equity to ensure success and a reconciled nation, which has been a major driver in the development of our RAP.

Our 2018-2022 Elevate Reconciliation Action Plan will actively build on the success of our Stretch RAP and move beyond the requirement for targets to make our workforce accountable, but to a place where it ourselves that make each other accountable for the opportunities we provide and the success we achieve.



In developing our Elevate RAP, there was an extensive consultation process with the following groups engaged across a 3 month period:

- The Australian Rugby League Indigenous Council is an independent body that represents the views and ideas of Aboriginal and Torres Strait Islander peoples and provides strategic advice to the game;
- The NRL's Senior Indigenous Players Advisory Group represents the views of Aboriginal and Torres Strait Islander players at the elite level and provides a voice on behalf of all players direct to the NRL's Executive;
- The NRL's Aboriginal and Torres Strait Islander Employees were consulted to ensure our staff feel ownership of the RAP and that it represents their views and values;
- The RAP Working Group oversees the implementation of the Game's Reconciliation Action Plan and is representative of major business units and the community; and
- The NRL Executive have overall responsible for the delivery of the Reconciliation Action Plan and are critical to its achievement and success.



Our Elevate RAP will ensure Rugby League continues to be a powerful vehicle for positive change in Aboriginal and Torres Strait Islander communities and Australia more broadly. Our aim is to help communities thrive; to lead and inspire people to be the best they can be, by providing pathways and opportunities to live positive, respectful and healthy lives. Ultimately this will help deliver a reconciled community, one which is free from discrimination and promotes respectful and positive behaviours that result in an equitable and a unified Australia.

Through our RAP we are able to clearly articulate how we intend on supporting our communities and ensuring that Rugby League remains committed to its responsibility to giving back. Our RAP identifies actions and targets that will ensure Aboriginal and Torres Strait Islander people continue to participate in Rugby League and that the most talented players are given the support needed to transition to the elite level of our game. It will also enable Aboriginal and Torres Strait Islander people to influence the future of Rugby League, whether as employees or through governance arrangements. It will also ensure Aboriginal and Torres Strait Islander businesses are given opportunities to engage with the NRL and our broader Rugby League stakeholders. The RAP will also ensure our international award winning School to Work program is expanded and our Voice Against Violence and State of Mind programs are delivered to targeted Aboriginal and Torres Strait Islander communities.

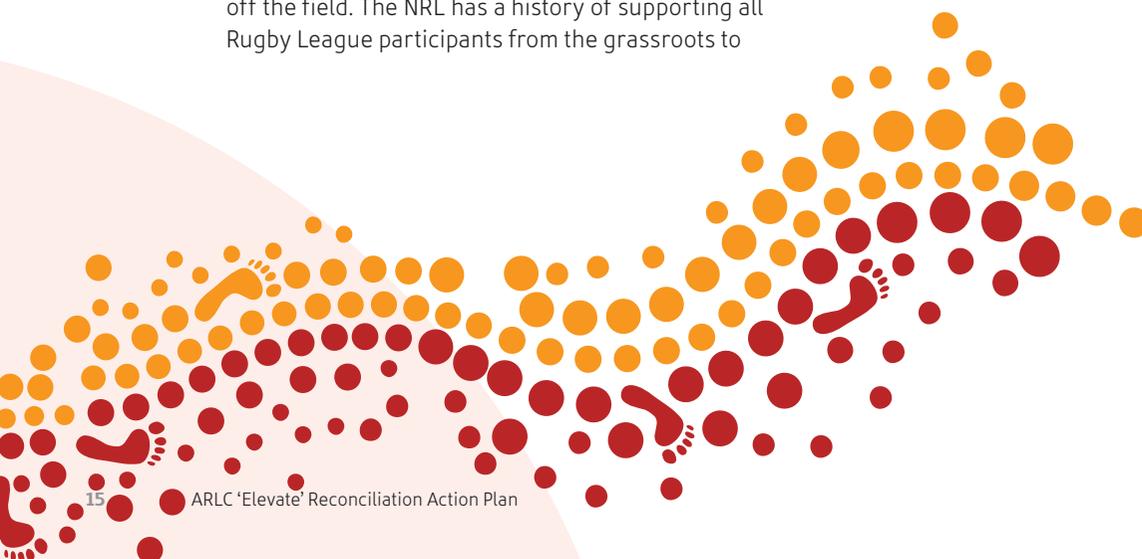


As an organisation the NRL will continue to lead the sporting community in the journey towards reconciliation. Our actions will work towards improving race relations, increasing equality, generating greater understanding of our nation's history, ensuring Rugby League institutions actively support reconciliation and ultimately uniting the Australian community. Our priorities will be:

- Driving social change by delivering programs to Aboriginal and Torres Strait Islander people that aim to improve mental wellbeing, reduce domestic violence and increase educational attainment and employment. This will help deliver a more equitable Australia where Aboriginal and Torres Strait Islander people are able to actively participate, free from barriers that inhibit success. It will also help to deliver confident and resilient individuals who are able to contribute to the Rugby League family both on and off the field. The NRL has a history of supporting all Rugby League participants from the grassroots to

the elite levels of the game, as well as the broader community, with a suite of programs that address challenging social issues. In particular we place a focus on improving mental wellbeing of all Rugby League participants and providing targeted support to players who progress into elite pathways programs and may need to move away from their family and friends.

The NRL will deliver our State of Mind, Voice Against Violence and School to Work programs to targeted Aboriginal and Torres Strait Islander communities and ensure they are delivered in a culturally appropriate manner. We want to ensure Aboriginal and Torres Strait Islander players feel they are well supported at all levels of Rugby League and we will engage our senior players to inspire positive social change in the broader community.



- Celebrating Aboriginal and Torres Strait Islander cultures and achievement through our NRL major events, resulting in a greater understanding of Aboriginal and Torres Strait Islander history and improved relationships between all Australians. Rugby League plays a critical role in building historical acceptance of past wrongs and equally as importantly a strong platform to celebrate success and strengthen relationships between all Australians to ensure a society that is tolerant and supportive of all. During the course of this RAP, the ARLC plans to evaluate the cultural impact of our events, by developing a cultural evaluation framework. This framework will allow us to measure the effectiveness of our activities on increasing cultural knowledge of staff, and Rugby League stakeholders. Over the next five years, the ARLC will focus on measuring the impact that formal and informal cultural programs have on staff, and share key learnings and insights with Reconciliation Australia.



- Working with NRL Clubs and Rugby League organisations on the development and delivery of RAPs so that Rugby League organisations are actively contributing to reconciliation. To truly have a whole of game contribution to reconciliation and ensure a united front, it is critical that all Rugby League stakeholders formally commit and hold themselves accountable through the RAP program. The NRL will commit to supporting all members of the Rugby League family to establish structures and processes that will have a lasting impact at local, regional, state and national levels and to deliver a collective voice.
- Establish a coordinated effort across the major sporting organisations in Australia to use sport as an important tool to achieve reconciliation. As institutions, sporting organisations are able to use their profile to reach people like no other. By coming together we will be able to identify opportunities to work with other institutions, particularly government and corporates to actively promote reconciliation and encourage our respective participants, members and supporters to do their bit in bringing about a reconciled Australia. The NRL will lead the establishment of a specific working group via the Coalition of Major Professional and Participation Sports (COMPPS), which will enable sports to share best practice on ways to encourage Aboriginal and Torres Strait Islanders to participate in organised sport and support the transition of players from the grassroots level of the game to the elite level. We will also be able to bring our Aboriginal and Torres Strait Islander elite sportspeople to the fore, thereby establishing a leadership dialogue amongst those influential sporting heroes and a platform for them to promote respectful and positive behaviours that result in an equitable and a unified Australia.

The NRL's Elevate RAP is an important part of our reconciliation journey and will build on a decade of work and achievement.



School To Work Program – Ainslie Regan

Ainslie Regan is employed by the National Rugby League as a School to Work (S2W) Project Officer, mentoring senior Indigenous school students as they work towards achieving the completion of their year 12 curriculum.

The S2W program is an aspirational based mentoring program that utilises the positive profile of Rugby League to deliver meaningful education and employment outcomes for Aboriginal and Torres Strait Islander youth delivered from an Indigenous perspective. Since the program's inception in 2012, over 900 students have completed their schooling and transitioned into a pathway.

Ainslie's journey with S2W didn't just start with her current role, Ainslie is a direct product of the program having participated as a student in her senior years of High School in Western Sydney. Upon completing her High School studies, Ainslie remained engaged with the S2W program, working with her project officer to identify suitable employment options for her chosen career pathway.

Through Ainslie's studies she skilled herself to be able to undertake a role within the S2W team as an Indigenous Business Support Officer, supporting a growing team of Project Officers as the program continued to evolve and support a greater number of Indigenous youth across a number of new regions. Ainslie's skillset was quickly identified and she has grown to become an integral member of the S2W program and the greater NRL Indigenous Strategy team.

In 2016 the program was internationally recognised for the positive impact it is having on Aboriginal and Torres Strait Islander communities when S2W won the 2016 Beyond Sport Award in London. In 2017 the Australian Government acknowledged the impact the program has on helping to close the gap in Aboriginal and Torres Strait Islander social disadvantage with funding of the program through the Department of Prime Minister and Cabinet extended for an additional 3 years. This additional funding means that 1500 Aboriginal and Torres Strait Islander students across the east coast of Australia, from Melbourne to Gold Coast will receive the support of the S2W program.

It was at this time that Ainslie identified that she was ready to make the transition from Indigenous Business Support and take the next step and give back to her community and take on a new role working with the next generation of Indigenous School leavers and become a S2W Project Officer. Ainslie has commenced her studies with the support of the NRL to complete her Certificate IV in Community Services and is now working with youth in the Western Suburbs of Sydney to empower them as they make the transition from School to Work.



Indigenous Women's Program

The number of women in Rugby League has continued to rise in recent times, with record numbers of players and fans, participating, playing and enjoying their Rugby League.

2018 will herald a new era for women playing Rugby League, with greater levels of competitions and support than ever before, including an inaugural NRL women's Premiership.

With the growth of Aboriginal and Torres Strait Islander women playing Rugby League and the success of the Indigenous Women's Program it is expected that many will successfully gain contracts in the elite competition.

With the success of the 2010 inaugural men's Harvey Norman All Stars game, it was agreed that a women's game be played in 2011. The introduction of the Women's All Stars game resulted in an influx of women's teams registering to participate in the NSW Aboriginal Rugby League Knockout and QLD Murri Carnival. Despite the increase in participation, the NRL Women's All Stars dominated not only that game but selection in the National Team for a number of years.

In 2015 an Indigenous Pathways Manager was employed with a particular focus on strengthening women's Rugby League, with a goal of winning the annual All Stars game by 2017 and having strong representation at the Rugby League Women's World Cup. The program included a targeted approach to talented girls and women showing promise, developing training programs and conducting regular camps to further develop their skills and to build players' knowledge and experience.

The ensuing results were the first ever women's Indigenous team win against an All Stars women's team, further entrenching the ascendancy of Aboriginal and Torres Strait Islander women playing at the elite level of the game and culminated in 24% of the victorious 2017 Rugby League World Cup Harvey Norman Jillaroos hailing from Aboriginal and Torres Strait Islander backgrounds.



Indigenous Youth Leadership Summit

The Youth Summit is a key platform in the NRL's efforts to encourage youth to value their education and aspire to achieve meaningful employment, training or further education whilst embracing their unique culture and identity.

Through the Youth Summit sixty (60) young Aboriginal and/or Torres Strait Islander Year 11 students are selected to spend five days in camp where they get the opportunity to interact with other young leaders through a series of workshops, activities and discussions.

The following letter from the parents of a participating student best sums up the profound impact on the students involved in the Youth Summit.



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Thank you for allowing our daughter the opportunity to attend this year's NRL All Stars Indigenous Youth Summit. We were so happy to see her beaming when she came back from the Youth Summit.

She has suffered very severe anxiety and panic attacks the past 2 1/2 years and she struggles with social interaction, has become very introverted, cannot cope in big crowds and open spaces and is not able to travel in a plane or even to school camp on the bus.

A change of school in the last year has made a significant difference. The new school has a broad cultural mix of students, including Indigenous students. It has helped her sense of belonging as her identity has always meant a lot to her and to be able to finally be herself and be accepted was our savings grace.

Then the Youth Summit opportunity came along and that was the icing on the cake. The fact that she was even nominated for the Summit was a start to further building her confidence. The program and what it offered gave her the will and determination to overcome her fears especially flying, it was a turning point in helping her start to overcome her anxiety. She says the idea of being with people that were like minded culturally and being able to learn more really kept her going.

Throughout the Youth Summit, she felt genuinely supported and encouraged and from our point of view we were impressed with the commitment and compassion shown for the students such as our daughter who needed some TLC. The content of the program for the week was fantastic and provided a wealth of opportunities in a safe and supportive environment. She was on such a high upon her return, swept up in a world that was full of meeting caring and genuine people, mentors, leaders and peers that all bonded in a way that she has never experienced before. She has taken away valuable positive experiences and life long memories, that will have an imprint on who she is as a person and help her to blossom and continue to build her self-esteem and confidence.

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Relationships

A key objective of the ARLC is to ensure that Aboriginal and Torres Strait Islander peoples feel a sense of pride and belonging through their involvement in the game. Critical to achieving this objective is the building of meaningful and sustainable relationships with Aboriginal and Torres Strait Islander communities and organisations.

FOCUS AREA: Indigenous led solutions are central to our success			
Action	Target	Timeline	Responsibility
1. Provide a strong governance structure to oversee the implementation of the RAP	• Refresh RAP Working Group	Feb 2018	Head of Government & Community Relations
	• Review and update Terms of Reference	Feb 2018	
	• RAP Working Group has representatives from key business areas of the NRL, the Australian Rugby League Indigenous Council and the Senior Players Group	Feb 2018	
	• RAP developed, endorsed and launched in early 2018	Feb 2018	
	• RAP Implementation Plans workshopped with ARLIC each year	Mar 2018-2022	
	• RAP Implementation Plans presented to the NRL Executive Committee for approval each year	Mar 2018-2022	
	• RAP Working Group meet quarterly to monitor and report RAP implementation	Mar, Jun, Sep, Dec 2018-2022	
	• Identify RAP Champion from ARLC and NRL Senior Executive	Mar 2018	
2. Ensure Aboriginal and Torres Strait Islander voices are represented across all levels of the game	• Embed the RAP into the NRL's 2018-2022 Strategic Plan	Feb 2018	Head of Strategy
	• ARLIC to meet quarterly and include standing items on RAP implementation, all Aboriginal and Torres Strait Islander program development, implementation, and evaluations	Feb, May, Aug, Nov 2018-2022	Head of Government & Community Relations
	• Senior Players Group meet with ARLIC, NRL CEO and Commissioners annually to represent the views of players	Feb 2018-2022	Head of Football
	• Ensure 80% of Aboriginal and Torres Strait Islander players report, through an annual survey, feeling supported and like they have a voice in the game	Feb 2018-2022	
	• Conduct an annual NRL Indigenous Players Camp	Feb 2018-2022	Head of Government & Community Relations
	• Conduct a Fan Forum targeting Aboriginal and Torres Strait Islander people during All Stars Week in the host city	Feb 2019 – 2021	
	• Conduct a fan survey following All Stars Week to determine the impact of the event and to seek feedback	Mar 2019 - 2021	Chief Commercial Officer
	• Employ an Indigenous Community & Player Engagement Manager	Feb 2018	Head of Government & Community Relations

FOCUS AREA: Indigenous led solutions are central to our success

Action	Target	Timeline	Responsibility
3. Celebrate National Reconciliation Week to bring people together and to celebrate Aboriginal and Torres Strait Islander cultures	<ul style="list-style-type: none"> NRL to organise and host three internal events during National Reconciliation Week (NRW), with a focus on the RAP Encourage all NRL employees to attend and participate in at least one external NRW event Encourage NRL Clubs to host NRW events at matches during the relevant round Circulate Reconciliation Australia's NRW Fact Sheet to all employees Register all NRW events on Reconciliation Australia's website to capture participation and support Ensure our RAP Working Group members each participate in at least one internal and one external NRW event each year Encourage all NRL clubs and State Leagues to maintain a RAP in partnership with the NRL and Reconciliation Australia 	27th May-3rd June 2018-2022	Head of People & Culture
		Jun 2018-2022	Chief Commercial Officer Head of People & Culture Head of Government & Community Relations
4. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> Promote the NRL Members Protection Policy to Aboriginal and Torres Strait Islander communities to assist in dealing with any form of discrimination Develop a social inclusion framework with the Australian Human Rights Commission that supports the NRL Member Protection Policy to ensure a safe and inclusive sporting environment, free of racism Commit to establishing at least two formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence 	Mar 2019	Head of Football
		Aug 2018	Head of Government & Community Relations
		Apr 2019	Head of Government & Community Relations
5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders Promote reconciliation through ongoing active engagement with all stakeholders Leverage our digital platforms to promote reconciliation initiatives – including Reconciliation Australia's <i>Share Our Pride</i> online tool to all staff 	Aug 2018	Head of Government & Community Relations
		Review Nov 2018-2022	NRL RAP Champion
		Review Nov 2018-2022	Head of Government & Community Relations

Respect

Recognising that respect is a core value of Aboriginal and Torres Strait Islander cultures, the ARLC firmly believes in its place within our Reconciliation Action Plan. Promoting and growing respect towards Australia's first peoples is not only the right thing to do, it also encourages reconciliation and develops an inclusive and positive culture

FOCUS AREA: We actively promote respect, harmony and reconciliation within our community

Action	Target	Timeline	Responsibility
1. Building our cultural competency	• 100% of new staff will complete face-to-face cultural awareness training within their first 6 months	Mar & Sep 2018-2022	Head of People & Culture
	• RAP Working Group members to undertake a culture immersion activity	Nov 2018-2022	
	• All Commissioners and Executive to undertake a cultural immersion activity	Nov 2018-2022	
	• Review and update an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided	Jun 2019	
	• Develop a framework that measures the cultural learning journey of staff	Dec 2019	
	• Update Reconciliation Australia on progress and insights of the cultural measurement framework	Dec 2020, 2021, 2022	
2. Embed cultural protocols into all NRL activities	• Ensure compliance with the NRL's Welcome to Country & Acknowledgement of Country Cultural Protocols Policy	Review Nov 2018-2022	Head of People & Culture
	• Conduct an Acknowledgement of Country at all community events	Review Nov 2018-2022	Head of Government & Community Relations
	• Organise for a Traditional Owner to provide a Welcome to Country at major events each year including but not limited to All Stars, State of Origin, NRL Grand Final & Dally M Awards	Review Nov 2018-2022	Chief Commercial Officer
	• All staff email signatures to include an Acknowledgment of Country	Feb 2018	Chief Financial Officer
	• Display Aboriginal and Torres Strait Islander Acknowledgement of Country plaque in our main offices	Jul 2018	

FOCUS AREA: We actively promote respect, harmony and reconciliation within our community

Action	Target	Timeline	Responsibility
3. Deliver and support major events that showcase Aboriginal and Torres Strait Islander excellence and celebrate cultures and history	<ul style="list-style-type: none"> Incorporate the NRL All Stars and the Festival of Indigenous Rugby League into the NRL's 10 Year Major Event Plan, highlighting Indigenous excellence and the Game's commitment to Aboriginal and Torres Strait Islander communities 	Mar 2018	Chief Commercial Officer
	<ul style="list-style-type: none"> Deliver Indigenous Youth Leadership Summit each year during All Stars Week with representation from all NRL Club programs 	Feb 2018-2022	Head of Government & Community Relations
	<ul style="list-style-type: none"> Conduct an annual Indigenous Round with a focus on highlighting key social issues impacting on Aboriginal and Torres Strait Islander peoples 	May 2018-2022	Chief Commercial Officer
	<ul style="list-style-type: none"> Amend the NRL Licencing Guidelines to commit Clubs to wearing Indigenous specific jerseys during Indigenous Round 	May 2018	
	<ul style="list-style-type: none"> Provide advice and guidance for community managed Rugby League carnivals – including assisting relationships with the appropriate state or affiliate body 	Review Nov 2018-2022	Head of Government & Community Relations/ Head of Football
	<ul style="list-style-type: none"> Provide professional and technical support to the QLD Murri Carnival, NSW Aboriginal Rugby League Knockout and National Indigenous Rugby League Championships in an effort to reduce injuries and other incidents 	Sep & Oct 2018-2022	
	4. Continue to host and/or support marquee events that acknowledge and celebrate Aboriginal and Torres Strait Islander cultures and people in the Rugby League community	<ul style="list-style-type: none"> Provide all NRL staff with the opportunity to attend at least two Aboriginal and Torres Strait Islander events per year 	Review Nov 2018-2022
<ul style="list-style-type: none"> Include an Acknowledgement of Country at every NRL game 		Review Nov 2018-2022	Chief Commercial Officer
<ul style="list-style-type: none"> NRL employees encouraged to participate in their local NAIDOC Week events 		Jul 2018-2022	Head of People & Culture
<ul style="list-style-type: none"> Review and update HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week 		Jun 2018-2022	
<ul style="list-style-type: none"> The NRL will use its digital platform to promote NAIDOC Week 		Jul 2018-2022	Chief Digital Officer
<ul style="list-style-type: none"> Invite NAIDOC Week Committee to attend NRL All Stars 		Feb 2019-2021	Chief Commercial Officer
<ul style="list-style-type: none"> Encourage NRL Clubs to hold a public NAIDOC Week event 		Apr 2018-2022	Head of Government & Community Relations

Opportunities

The ARLC is aware that Rugby League has a unique ability to make a difference in our community. We take pride in this leadership position and our ability to leverage this to create greater opportunities for Aboriginal and Torres Strait Islander people to thrive through their involvement in the Rugby League community.

FOCUS AREA: Leverage the game's unique ability to make a difference to social and economic outcomes for Aboriginal & Torres Strait Islander Australians			
Action	Target	Timeline	Responsibility
1. Provide career pathways for Aboriginal and Torres Strait Islander people	• Review and refresh Indigenous Employment Strategy biennially	Nov 2019 & 2021	Head of People & Culture
	• Ensure all Aboriginal and Torres Strait Islander staff have career development plans focussed on progression and retention	Nov 2018-2022	
	• Maintain Aboriginal and Torres Strait Islander employment at 5%	Review Dec 2018-2022	
	• Consult with existing Aboriginal and Torres Strait Islander employees on recruitment and retention strategies and activities	Nov 2019 & 2021	
	• Develop transition opportunities for students from the S2W program into the NRL, including internships, cadetships and traineeships	Oct 2018-2022	
	• Set recruitment targets for interns, cadets and trainees	Mar 2020	
	• Host an annual meeting of the Indigenous Employee Network	Nov 2018-2022	
2. Increase supplier diversity by providing opportunities for Aboriginal and Torres Strait Islander owned businesses to supply goods and services to the NRL	• Establish a directory of Indigenous suppliers relevant to our procurement plans	Aug 2018	Chief Financial Officer
	• Maintain membership of Supply Nation	Jan 2019-2022	
	• Engage with a minimum of five Aboriginal and Torres Strait Islander businesses to supply goods and services annually	Review Dec 2018-2022	Chief Commercial Officer
	• Identify opportunities for Indigenous business partners to connect and network with other NRL corporate partners	Nov 2018-2022	
	• Set targets for annual procurement spend from Aboriginal and Torres Strait Islander businesses	Jun 2020	

FOCUS AREA: Leverage the game's unique ability to make a difference to social and economic outcomes for Aboriginal & Torres Strait Islander Australians

Action	Target	Timeline	Responsibility
3. Support and promote access to Elite Pathway opportunities	<ul style="list-style-type: none"> Maintain levels of Aboriginal and Torres Strait Islander players above 15% within junior Rugby League competitions 	Review Nov 2018-2022	Head of Football
	<ul style="list-style-type: none"> Formalise a pathway program for Indigenous women with an emphasis on participation in an elite competition 	Dec 2018	
	<ul style="list-style-type: none"> Assist 10 Aboriginal and Torres Strait Islander people to participate in targeted programs aimed at officiating and coaching at the elite level 	Dec 2022	
	<ul style="list-style-type: none"> Increase percentage of Aboriginal and Torres Strait Islander men and women players at an elite level to 15% 	Dec 2022	
	<ul style="list-style-type: none"> Investigate with relevant bodies the ability to have Indigenous teams participate in all major junior elite championships 	Dec 2018	
	<ul style="list-style-type: none"> Partner with the Clontarf Foundation to establish a process for access to elite programs for students across their academies 	Apr 2018	
	<ul style="list-style-type: none"> Identify and implement an appropriate research project in conjunction with the NRL Research Board profiling Aboriginal and Torres Strait Islander players to support increased participation and recruitment 	Dec 2020	
4. Create opportunities for Aboriginal and Torres Strait Islander people to build meaningful careers in and outside of Rugby League	<ul style="list-style-type: none"> Set annual targets for the participation of Aboriginal and Torres Strait Islander staff in future NRL Leadership Development Programs 	Jun 2019-2022	Head of People & Culture
	<ul style="list-style-type: none"> Consult with corporate stakeholders that have nurtured Aboriginal and Torres Strait Islander leaders within their organisation 	Jun 2019	
	<ul style="list-style-type: none"> Collaborate with NRL clubs to develop a guiding document to promote best practice in providing career pathways 	Dec 2019	

FOCUS AREA: Leverage the game's unique ability to make a difference to social and economic outcomes for Aboriginal & Torres Strait Islander Australians			
Action	Target	Timeline	Responsibility
5. Support mental health and wellbeing of Aboriginal and Torres Strait Islander communities	• Expand strategic partnerships that support the School to Work (S2W) program, enabling 500 students per year to successfully transition into further education or employment	Dec 2018	Head of Government & Community Relations
	• Deliver 15 NRL State of Mind programs annually to Aboriginal and Torres Strait Islander specific groups – addressing issues around suicide prevention and mental health	Dec 2018-2022	
	• Deliver 15 NRL Voice Against Violence programs to Aboriginal and Torres Strait Islander specific groups – providing support to address issues around family violence	Dec 2018-2022	
	• Establish strategic partnerships that support the implementation of the NRL State of Mind and Voice Against Violence programs	Dec 2018-2022	
	• Evaluate the effectiveness of the programs with selected participating groups	Dec 2022	
	• Provide necessary tools to participating groups to enable ongoing wellbeing post programs	Dec 2018-2022	
6. Communicate positive profiles and stories of how our game celebrates Aboriginal and Torres Strait Islander culture and achievement	• Include a monthly article on NRL website and social media platforms highlighting Indigenous achievement across the Game	Review Dec 2018-2022	Chief Digital Officer
	• Require Aboriginal and Torres Strait Islander players to conduct up to 15 half day appearances per year to engage with the broader community, promoting our game and the involvement of Aboriginal and Torres Strait Islander people	Review Dec 2018-2022	Head of Government & Community Relations
	• Organise at least three NRL matches each year in an area with a significant Aboriginal and Torres Strait Islander population (outside of NRL club locations)	Nov 2018-2022	Head of Strategy
	• Engage Aboriginal and Torres Strait Islander media organisations to promote Rugby League and Aboriginal and Torres Strait Islander specific events	Review Nov 2018-2022	Head of Media & Communications
	• Incorporate Indigenous perspectives into the NRL's brand strategy	June 2018	Chief Commercial Officer
7. Use the power of sport to make a difference	• Partner with Coalition of Major Professional and Participation Sports (COMPPS) to establish a working group focussed on encouraging Aboriginal and Torres Strait Islander participation in sport and using the power of sport to address agreed issues within the community	Jul 2018	Head of Government & Community Relations
	• Identify at least two key social issues for the group to take the lead on	Jul 2019	
	• Evaluate the effectiveness of the partnership and the impact on Aboriginal and Torres Strait Islander communities	Dec 2021	

Tracking Progress and Reporting

FOCUS AREA:			
Action	Target	Timeline	Responsibility 
1. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Mar & Sep 2018-2022	Head of People & Culture
	• Participate in the biennial Workplace RAP Barometer with 50% of all staff responding to the survey	Nov 2018-2022	
	• Conduct independent limited assurance audit and submit report to Reconciliation Australia	Nov 2018-2022	
	• Develop and implement systems and capability needs to track, measure and report on RAP activities	Jun 2019	
	• Provide progress report to Reconciliation Australia	Dec 2019	
2. Embed cultural protocols into all NRL activities	• Embed Key RAP Actions in the Balanced Scorecard and into Department KPIs	Apr 2018-2022	Head of Government & Community Relations
	• Provide progress reports to ARLIC at their quarterly meetings	Feb, May, Aug, Nov 2018-2022	
	• Provide progress reports to the NRL Executive biannually	Jun & Dec 2018-2022	
	• Provide progress report to the ARLC annually	Dec 2018-2022	
	• RAP Progress Report to be included as part of ARLC Annual Report	Feb 2019-2022	
3. Refresh and update a new RAP for ARLC	• Publically report our RAP achievements, challenges and learnings annually on nrl.com	Dec 2018-2022	Head of Government & Community Relations
	• Liaise with Reconciliation Australia to develop a new RAP for NRL based on learnings, achievements and challenges from this RAP	Dec 2022	
	• Construct draft RAP and forward to Reconciliation Australia for formal endorsement	Apr 2022	

All Stars Representatives

Men's All Stars Representatives

1. Preston Campbell
2. Nathan Merritt
3. Ty Williams
4. Beau Champion
5. Wendell Sailor
6. Scott Prince
7. Johnathan Thurston
8. George Rose
9. Ben Jones
10. Carl Webb
11. Cory Paterson
12. Tom Learoyd-Lahrs
13. Sam Thaiday
14. Jamie Soward
15. Yileen Gordon
16. Greg Bird
17. Jharal Yow Yeh
18. Travis Waddell
19. Joel Thompson
20. Blake Ferguson
21. Willie Tonga
22. Jamal Idris
23. Ben Barba
24. Ryan James
25. Matt Bowen
26. Joel Moon
27. Anthony Mitchell
28. Greg Inglis
29. Justin Hodges
30. Chris Sandow
31. Andrew Fifita
32. Nathan Peats
33. Reece Robinson
34. Aidan Sezer
35. Joel Romelo
36. Jake Foster
37. Dane Nielsen
38. Timana Tahu
39. Jack Wighton
40. Alex Johnston
41. Will Chambers
42. Josh Hoffman
43. Ray Thompson
44. Tyrone Peachey
45. Dane Gagai
46. Kyle Turner
47. Kierran Moseley
48. Brad Tighe
49. Tyrone Roberts
50. Chris Grevsstuhl
51. David Fifita
52. Tyson Andrews
53. Wade Graham
54. James Roberts
55. Edrick Lee
56. Craig Garvey
57. Leilani Latu
58. Will Smith
59. Ash Taylor
60. Jack Bird
61. Latrell Mitchell
62. Bevan French
63. Chris Smith

All Stars Representatives

Women's All Stars Representatives

1. Tracey Thompson
2. TyanSmith
3. Bianca Ambrum
4. Lavina Phillips
5. Candice Clay
6. Bo de la Cruz
7. Teresa Anderson
8. Pat Fraser
9. Naomi Bobongie
10. Eunice Grimes
11. Yvone O'Neill
12. Chloe Caldwell
13. Kylie Pennell
14. Julie Young
15. Rachel Moreton
16. Rosylyn Simpson
17. Kaitlan Moss
18. Natasha Baggow
19. Natalie Gala
20. Taleena Simon
21. Sarah Sailor
22. Amber Salnter
23. Rebecca Young
24. ElsjaMosby
25. Ashleigh Singleton
26. Mylsha Salnter
27. Sarah Hamilton
28. Jaylene Chevalier
29. Kandy Kennedy
30. Ashley Monkland
31. Mahalia Murphy
32. Theresa Anderson
33. Emma Young
34. Rosie Parsons
35. Nakia Davis-Welsh
36. Caitlin Moran
37. Natalia Wauchope
38. Tanisha Stanton
39. Kiah Simon
40. Tallisha Harden
41. Karlinda Potts
42. Mel Sutton
43. Latoya Billy
44. Amber Pilley
45. Casey Karklis
46. Jasmin Allende
47. Carly Phillips
48. Litisha Boney
49. Molly O'Connell
50. Jess Shaw
51. Shaylin Williams
52. Jenni-Sue Hoepper
53. Rebecca Riley
54. Narikah Johnson
55. Simone Smith
56. Kelsey Parkins
57. Elizabeth Cook-Black
58. Lauren Motlop
59. Kyara Nean
60. Tahlia Hunter
61. Suvanaha Connors
62. Briony Livingston
63. Sarah Field
64. Emily Young
65. Samartha Leisha



For all enquiries please contact:

Mark deWeerd
General Manager, Indigenous Strategy
02 9359 8577
mdeweerd@nrl.com.au