

Sharks Group

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# RECONCILIATION ACTION PLAN

## INNOVATE

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January 2017- January 2019



## CRONULLA SHARKS VISION FOR RECONCILIATION

Our vision for reconciliation is to embrace the heritage, learnings and knowledge of our Aboriginal and Torres Strait Islander culture and community and to integrate it into our organisation.

As a respected, national sporting organisation we are committed to reaching, inspiring and affecting change not only within rugby league circles, but on a much wider scale.

The journey towards recognition is one of discovery and transformation and our Club will play an integral role to ensure we deliver mutually beneficial outcomes for both our organisation and for the Aboriginal and Torres Strait Islander community.



Our RAP is underpinned by our organisational vision to be Australia's leading sporting, lifestyle and entertainment destination, loved, embraced and respected for the positive impact we have on our community and its people.

Our Club's foundation is built upon core values that focus on our people, excellence, inclusiveness, integrity, diversity and respect and it is these values that are brought to life in our Innovate RAP and our commitment to reconciliation.

Our programs have a strong focus on education, developing job skills and establishing positive relationships to ensure a diverse conduit for Australia's First Peoples to be an integral and contributing part of our organisation and community.

We are strong and proud community advocates for reconciliation and truly value the implementation of our RAP program. Fulfilment and delivery of Aboriginal and Torres Strait Islander programs throughout our community is an integral part of our Clubs' essence, and it further represents our commitment to be far "more than just a football club".

## CRONULLA SHARKS MESSAGE

It is a privilege to present our Club's inaugural Reconciliation Action Plan 2016 - 2019 ('RAP').

The development of our RAP demonstrates our Club's commitment to work towards reconciliation and ensures we continue the ongoing dialogue and relationship with our Aboriginal and Torres Strait Islander culture and community.

Our RAP is at an Innovate level, confirming we have developed positive relationships with a broad range of Aboriginal and Torres Strait Islander stakeholders and are in the position to implement and progress further programs for cultural learning and Aboriginal and Torres Strait Islander employment and supplier diversity. An Innovate RAP will give our Club the freedom to develop and test new and innovative approaches, and embed the RAP into our organisation's core values and culture.



**Lyall Gorman**  
Cronulla Sharks Group CEO

A handwritten signature in black ink that reads 'Lyall'.

## RECONCILIATION AUSTRALIA MESSAGE

Reconciliation Australia congratulates Cronulla Sharks on the development of its first Reconciliation Action Plan (RAP), which will build the foundation for the relationships, respect and opportunities essential to reconciliation.

The adoption of this RAP follows the Shark's first premiership win in 2016- congratulations Sharks. The Sharks' RAP demonstrates Cronulla Sharks' readiness to develop and test innovative approaches to reconciliation and to champion it at every level of the organisation. The Sharks' commitments in this RAP stand it in good stead to progress reconciliation, through developing relationships, respect and opportunities.

Cronulla Sharks understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities in order to produce mutually beneficial outcomes. Cronulla Sharks champions this relationship building through working collaboratively with the local council to promote community events such as National Reconciliation Week (NRW).

Commitment to showing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is exemplified in Cronulla Sharks' RAP through its actionable goal to develop and implement a cultural awareness strategy for all employees, which defines their cultural learning needs.

Cronulla Sharks' dedication to providing opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through its commitment to engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development.

On behalf of Reconciliation Australia, I commend the Cronulla Sharks on its Innovate RAP and look forward to following its continued reconciliation journey.



**Justin Mohamed**  
Chief Executive Officer  
Reconciliation Australia



## WHAT IS THE RECONCILIATION ACTION PLAN PROGRAM?

The Reconciliation Action Plan (RAP) program is Reconciliation Australia's flagship program, which was developed to provide a framework for organisations to realise their vision for reconciliation.

Through the program, organisations develop a RAP—a business plan that documents what an organisation commits to do to contribute to reconciliation in Australia.

A RAP will enable an organisation to commit to implementing and measuring practical actions that build respectful relationships with and create opportunities for Aboriginal and Torres Strait Islander peoples. Joining the RAP Program offers the following:



A RAP gives organisations the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives, and delivering broader outcomes including:

- The opportunity to become an employer of choice for Aboriginal and Torres Strait Islander peoples.
- A more dynamic, innovative and diverse workforce.
- A more culturally safe and tolerant workplace.
- Access to new markets and better penetration of existing markets.
- Better service delivery to Aboriginal and Torres Strait Islander peoples and communities.
- The opportunity to contribute to new projects, industries, services, products and ways of doing business.

## ABOUT US - CRONULLA-SUTHERLAND SHARKS

The Cronulla-Sutherland Sharks entered the elite New South Wales National Rugby League (NSWNRL) competition in 1967, playing our first game against the Eastern Suburbs Roosters at the Sydney Showground, Moore Park. It marked our first victory and the beginning of a club now recognised and respected throughout the sporting world.

Buoyed by our 2016 Premiership victory, we are preparing for a future that places us at the centre of our community, and is shaped through equal measures of innovation, pride and passion. At the Sharks, our people are important to us along with the fun and respect that comes with them. We possess an insatiable hunger and a resolute belief to achieve our goals while holding excellence, inclusiveness and integrity at the core of all our actions. We are the catalyst for positive social change and it is our mission to be the Club of Choice for all: from young children through to our fans and Members of all ages; players and coaches both male and female; from local business to major corporate partners and brands; charities and positive social movements; government, diplomats, and international trade bodies. We are more than just a football club.

Our vision is to be Australia's leading sporting, lifestyle and entertainment destination, loved, embraced and respected for the positive impact we have on our community and its people.

The football administration offices are currently located within the Cronulla Sharks Leagues Club whilst our high performance staff are based out of the High Performance Unit (HPU). The HPU is located underneath the Monty Porter Grandstand within Southern Cross Group Stadium, which is located alongside the Sharks Leagues Club at 461 Captain Cook Drive, Woollooware, NSW .

The Football Club currently have 44 staff employed full time, as well as 8 interns and 200 total 'Sharkcrew' volunteers. A total of 170 players make up our playing roster in both the male and female forms of our game. We currently employ 142 staff across the Sharks Group (Football Club and Leagues Club) but the number of Aboriginal and Torres Strait Islander employees is currently unknown as this information has not been previously identified.

## OUR FOUNDATIONS

**IMPORTANT TO US** - people, excellence, inclusiveness, fun, integrity, respect, resilience, hunger, belief

**WE ARE** disciplined, resilient, authentic, proud and loyal  
**WE ARE NOT** arrogant, elitist or intimidated

**INNOVATION** - we create genuinely new ideas and bring them into conception to reshape the boundaries of sport and communities to deliver world-class outcomes

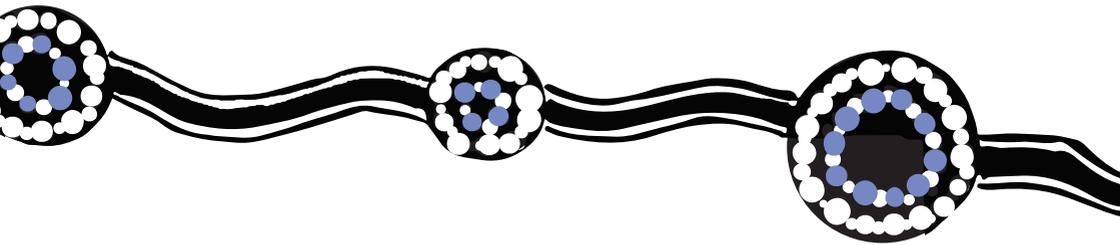
**GOVERNANCE** - demonstrating best practice and true leadership, and collaborating with governing bodies and stakeholders

**SUSTAINABILITY** - we are driven by the desire to leave a legacy that is a beacon for good

We have strong ties to our proud and passionate Members, but our reach and engagement of fans and the community is far broader.

We are a national reaching brand with a cumulative national TV audience of over 20.6 million and a game attendance total of 580,000 during the 2016 season. With over 220,000 people engaged through community and social programs and 250,000 fans reached through our digital and social media channels we are considered one of the leading sporting brands in Australia. Our Club reaches over 300 participants via our current indigenous education programs, including Repair to Ride, School to Work, Sharks Tomorrow's Stars, Kick Start and Footy Fever.





## OUR RAP

We have developed a RAP to consolidate the great work our Club is doing particularly in the Aboriginal and Torres Strait Islander community. We currently engage over 300 Aboriginal and Torres Strait Islander students from the Sutherland Shire through our community and football programs including Repair to Ride, School to Work, Sharks Tomorrow's Stars, Kick Start, Footy Fever and elite pathways. Our Club has had a long standing relationship with the Sutherland Shire Council in supporting local community events including National Reconciliation Week and NAIDOC week.

Our RAP enables us to strategically align our projects, programs and initiatives resulting in a consistent and clear direction to ensure what we are doing will make a real difference.

Establishing a RAP allows us to strengthen our Club's knowledge and understanding of Aboriginal and Torres Strait Islander peoples' culture and journey. With the introduction of a RAP and as leaders in the community, our staff and greater family will embark on a journey to help provide opportunities and pathways for Aboriginal and Torres Strait Islander people to engage with us and our stakeholders.

The internal champion for our Innovate RAP is Lyall Gorman, Cronulla Sharks Group CEO, however the development was led by our community and engagement team Group Manager; George Nour. Our RAP will be driven at our Club internally by Tim Thorne (GM Engagement and Pathways) and George Nour (Community Manager). PwC's Indigenous Consulting (PIC) were the supporting organisation for developing our inaugural RAP. The Cronulla Sharks RAP working group consists of seven members, two of whom are Aboriginal and Torres Strait Islander. They are: Tim Thorne (GM Engagement and Pathways - Sharks), George Nour (Community Manager - Sharks), Deanna Schreiber (Aboriginal Elder and Chair of the Sutherland Shire Council Aboriginal Advisory Sub-Committee), Tracey McNally (Community Development Manager - Kurranulla Aboriginal Corporation), Shane Smith (Sharks Welfare Manager), Sharks player representative (TBC) and Daniel Holdsworth (Sharks past player and NRL School to Work Program Manager).

## OUR PARTNERSHIPS AND CURRENT INTERNAL ACTIVITIES

### COMMUNITY PARTNERSHIPS

Our Club has been extremely active in the community for a number of years. To date, we have invested over \$500,000 into Indigenous community programs. Our players and staff have been represented in the planning and execution in eight programs delivered during this time.

In 2015, we were one of only a few NRL clubs who donated apparel sponsorship assets to Recognise, (valued by Repucom Data at over \$100,000), in the Club's first ever Indigenous Jersey design.

As part of this RAP we will review all programs and partnerships with the objective to consolidate them into a unified strategy.



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### **KIRINARI YOUTH HOSTEL, SYLVANIA**

The hostel is home to 25 Aboriginal and Torres Strait Islander male students between the ages of 13 and 17. The students are provided with tutoring, accommodation, meals, transportation, mentoring and social activities. All the students are members of the Clontarf Academy at Endeavour Sports High School. We regularly engage with the students at the hostel and provide support through donations including football boots, footballs, tickets to our home games and exclusive programming at the Club such as elite pathway seminars delivered by our high performance staff.

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### **CLONTARF ACADEMY, ENDEAVOUR SPORTS HIGH SCHOOL**

Clontarf Academies provide an important school-engagement mechanism for many at-risk students who would otherwise not attend or have low school attendance. Any Aboriginal male enrolled at the school is eligible to participate in the Clontarf Academy. Our Club works with the local Clontarf Academy (Endeavour Sports High School) by supporting their programs, giving presentations and arranging Cronulla Sharks player appearance visits. The relationship with the school has been in place for over five years. Many of the Clontarf students are involved in the Sharks Indigenous programs, some of which are identified below.

Beyond the Goal Posts is one of the programs that the Clontarf Academy take part in. The program teaches indigenous students in years 10 to 12 skills to aid in rugby league refereeing and officiating. Their newly developed skills are then put into practice via volunteer roles in their school rugby league competition. Volunteering also gives the students a sense of purpose via giving back to the community and exposure to alternative pathways outside of just playing rugby league, such as, coaching, managing and refereeing.

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### **KURRANULLA ABORIGINAL CORPORATION**

We have worked hand in hand with Kurranulla over the past few years to establish a positive working relationship within the community. Kurranulla has often come to our aid in times of recruiting young Aboriginal and Torres Strait Islander boys and girls to participate during pre-game and half time at our home games. Kurranulla has also been able to connect local and respected Elder Dianna Schreiber to our organisation, and she has agreed to sit on the RAP working group committee.

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**FOOTY FEVER** is an educational and motivational program aimed at engaging young males who are interested in rugby league using current Cronulla Sharks NRL players as mentors. The aim is to encourage young people to set positive goals for themselves and get them more active through educational and sports workshops.

Each week the program has a guest presenter and a subject delivered that addresses issues that relate to behaviour, self-esteem, anger management, truancy and staying out of trouble. The program is conducted at both the PCYC and the Cronulla Sharks with fitness sessions and footy at Southern Cross Group Stadium or adjacent training fields each week. At a home game during the NRL season, the Sutherland Footy Fever Team (program kids) will verse the St George Footy Fever Team (program kids) in the Footy Fever Cup, which is to be played prior to kick off. This game is something the boys will prepare for each week and will be a League Touch game. Footy Fever has been an established Sharks program since 2011.

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**SHARKS TOMORROW'S STARS** is a careers based club program, run and delivered by Sharks and held at our Club. It is designed to teach students to connect external clues with their own internal self-knowledge in order to successfully navigate their way through secondary education and the modern world. Sharks Tomorrow's STARS teaches students to identify thoughts and behaviours that can 'boost' their achievement and enhance their level of motivation. By individualising the program, students strengthen their self-knowledge, self-belief and ultimately their ability to be self-directed in their future careers. Sharks Tomorrow's STARS is designed to help students to think more clearly about who they are, what skills they possess and what skills they will need to learn. The program is designed to 'close the educational gap' by empowering students with relevant career knowledge, enabling them to make realistic and meaningful choices.

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**KICK START** is a healthy active lifestyles program. The program aims to promote the benefits of sport and recreation to young males who are participating in risk taking behaviour and criminal offences. Participants are picked up early on a Wednesday morning and are taken to Southern Cross Group Stadium for an hour fitness session (gym, boxing, footy). After the fitness session, participants are provided with a healthy breakfast followed by return transport to school. Each participant is allocated a mentor who works with them through the program. The program has been established since 2013 and runs for 6 months of the year.



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**REPAIR TO RIDE** is a program developed with Endeavour Sports High School. It engages Aboriginal and Torres Strait Islander students from low socio-economic backgrounds, teaches them to repair and recondition old and broken bicycles, which are then donated to local community service organisations, schools and other not for profit organisations.

Students involved in the Repair to Ride program are acquiring a new set of hands-on skills, as well as having the satisfaction of knowing that what they are doing is making a difference to the lives of others.

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**SCHOOL TO WORK** - Our Club is also involved with the NRL's very successful School to Work (S2W) Program. Daniel Holdsworth, our project officer, has 19 male and female students in his program from years 11 and 12. They are from a range of high schools throughout the Sutherland Shire. The aim of the program is to mentor and support students in high school as they embark on further education or meaningful employment post their HSC. The program also has a 6-month post school mentoring follow up. The program has a success rate of over 99%.

Selected year 10, 11 and 12 students from participating schools conduct a one-on-one profiling session with their project officer to build Career Development Plans focussed on career aspirations and personal goals.

Students work with their project officers to pursue these plans by participating in educational, cultural and leadership workshops. They also visit Club sponsors, partner organisations and other government and corporate supporters of S2W to undertake work experience and job-readiness training.

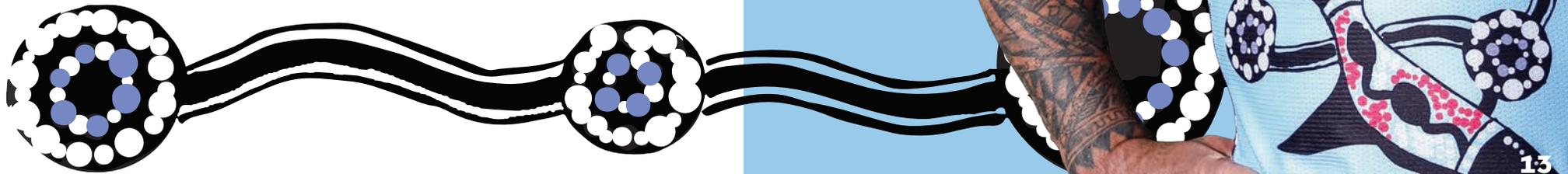
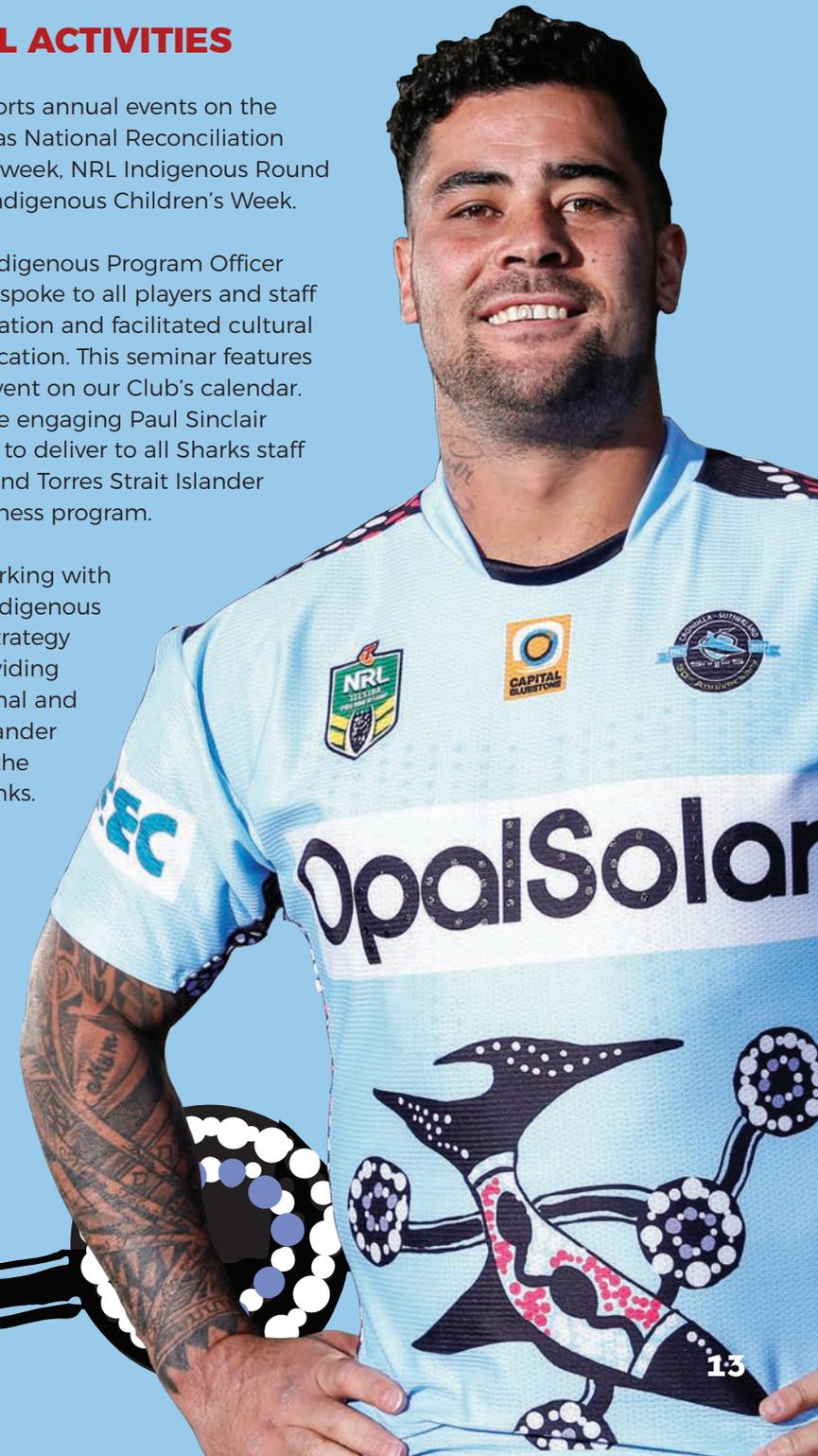
To help guide students through a smooth transition to life after school, the S2W Program continues for six months after graduation, with close mentoring of progress on a structured 'post-school' plan.

## INTERNAL ACTIVITIES

Our Club supports annual events on the calendar such as National Reconciliation week, NAIDOC week, NRL Indigenous Round and National Indigenous Children's Week.

In 2016 NRL Indigenous Program Officer Dean Widders, spoke to all players and staff about reconciliation and facilitated cultural awareness education. This seminar features as an annual event on our Club's calendar. The Club will be engaging Paul Sinclair form Mirri Mirri to deliver to all Sharks staff an Aboriginal and Torres Strait Islander Cultural Awareness program.

We are also working with Caltex on an Indigenous employment strategy to assist in providing jobs to Aboriginal and Torres Strait Islander players within the club's junior ranks.



## RELATIONSHIPS



Our organisation recognises that working closely with Aboriginal and Torres Strait Islander people is vital to enhance business, education, awareness and opportunities in building relationships to support our RAP.

Many of our relationships have been developed through local schools, key community figures, Kirrinari Aboriginal Hostel, Clontarf Academy, Mirri Mirri, NRL, Recognise, education partners programs including School to Work and pathways through our Rugby League development programs. Partnerships hold the key to connecting with one another in order to share experiences and attain outcomes through reconciliation.

Our RAP committee has diverse representation working together on reconciliation; the committee includes local Elder, Deanna Schreiber (2016 Sutherland Shire Citizen of the Year), Kurranulla Aboriginal Corporation Community Manager, Tracie McNally and representation from the Cronulla Sharks playing group. The committee plans to hold internal events for National Reconciliation Week and support external events run by the Sutherland Shire Council during NAIDOC Week.

ACTION	
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	
DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>RWG to oversee the development, endorsement and launch of the RAP.</li> <li>Sharks will meet with RWG twice a year to evaluate the RAP implementation.</li> <li>The RAP Working Group will include two Aboriginal representatives (Tracie McNally and Deanna Schreiber).</li> <li>Establish Terms of Reference for the RAP Working Group</li> </ul>	<ul style="list-style-type: none"> <li>January 2017</li> <li>January, May 2017, 2018.</li> <li>September 2018</li> <li>January 2017</li> </ul>
RESPONSIBILITY	
Community Manager, Engagement and Pathways Manager, School to Work Project Officer, Deanna Schreiber, Tracie McNally, Sharks Welfare Manager	

ACTION	
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	
DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</li> <li>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</li> <li>Maintain positive relationships with the Clontarf Academy, Kirinari Youth Hostel, Kurranulla Aboriginal Corporation and the NRL to continue to support programs for Aboriginal and Torres Strait Islander youth.</li> <li>Liaise with other NRL clubs to share RAP learnings and cooperate on RAP initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> <li>October 2017</li> <li>December 2017, 2018</li> <li>May 2017, 2018</li> </ul>
RESPONSIBILITY	
Community Manager	

ACTION	
Raise internal awareness of our RAP to promote reconciliation across our business and sector	
DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.</li> <li>Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</li> <li>Promote reconciliation through ongoing active engagement with all stakeholders.</li> <li>Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> <li>July 2018</li> <li>November 2018</li> <li>January 2017</li> </ul>
RESPONSIBILITY	
Community Manager and Sharks HR Manager	

## ACTION

Participate in and celebrate National Reconciliation Week (NRW)

DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Encourage our staff to attend a NRW event.</li> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>Ensure our Working Group participates in an external event to recognise and celebrate NRW.</li> <li>Organise at least one internal event for NRW each year.</li> <li>Register our NRW event via Reconciliation Australia's NRW website.</li> <li>Support an external NRW event.</li> </ul>	27 May- 3 June 2017, 2018

## RESPONSIBILITY

Community Manager and Working Group

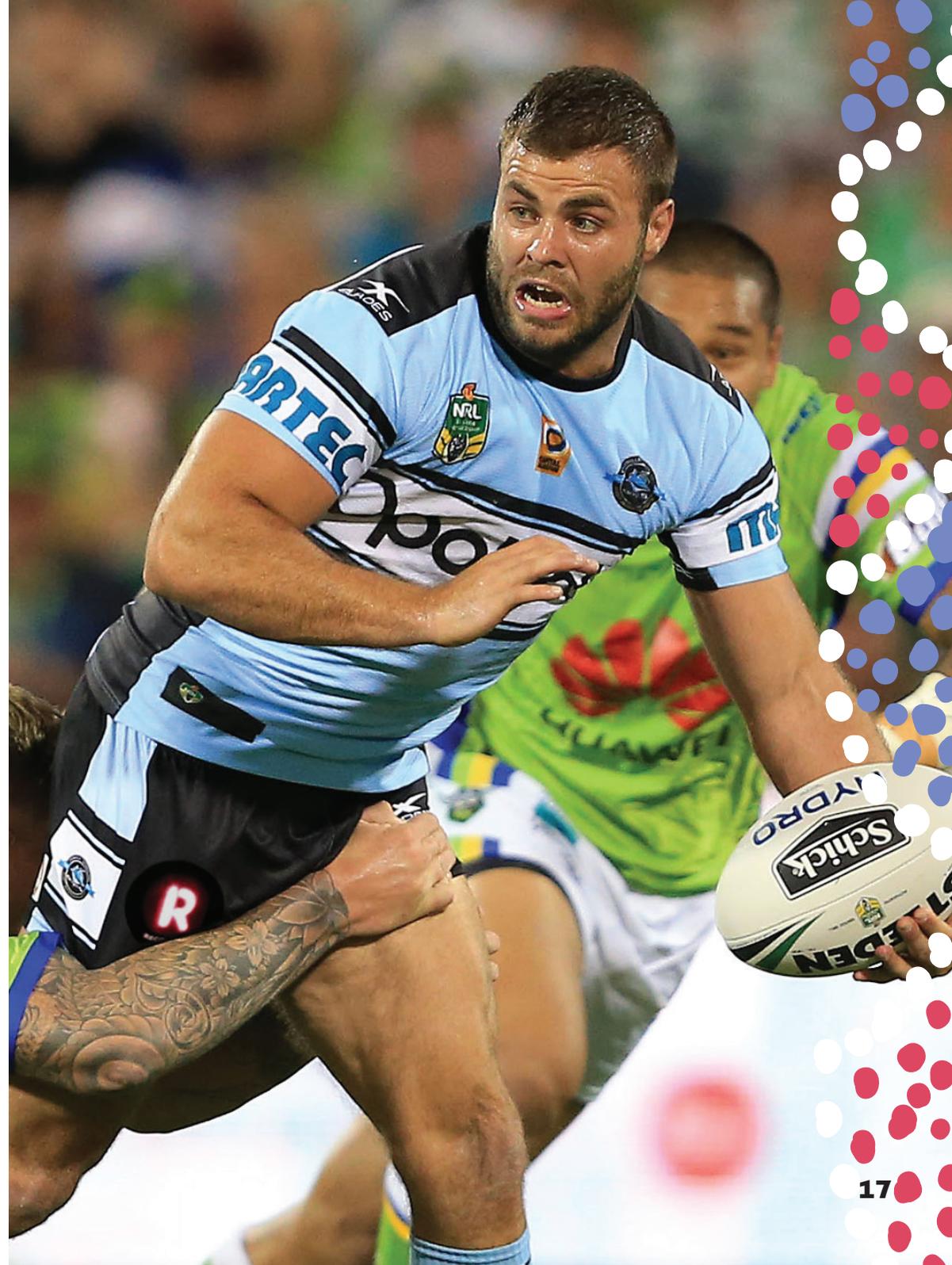
## ACTION

Continue to raise awareness and further explore ways to support the Recognise campaign

DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Continue to take the lead amongst NRL clubs by supporting the national awareness push for the Referendum through the Recognise Campaign.</li> </ul>	December 2017
<ul style="list-style-type: none"> <li>Pending other commercial commitments, where possible, continue having Sharks' shorts and Indigenous jersey labelled with the "R".</li> </ul>	March 2017
<ul style="list-style-type: none"> <li>Raise awareness with our players and create a unique game day experience with Recognise during the NRL Indigenous round.</li> </ul>	May 2017, 2018

## RESPONSIBILITY

Sharks GM Brand and Communications



## RESPECT



The Cronulla Sharks value respectful relationships with Aboriginal and Torres Strait Islander communities. Respect is important to advance an inclusive workplace where all Australians can acknowledge and share our rich history while retaining our current distinct workforce.

In 2016 we launched our players and staff Aboriginal and Torres Strait Islander cultural awareness program. The program was very well received and it will be rolled out by Mirri Mirri in 2017.

Local NAIDOC week events have been supported by us (run by the Sutherland Shire Council) for the past 5 years and in 2017 we will be hosting a NRW event for staff and players to attend.

The Cronulla Sharks NRL team will once again be embracing the NRL's Indigenous Round by wearing a specially designed jersey representing our local Aboriginal and Torres Strait Islander community. The artwork was produced by local elder, Aunty Deanna Schreiber, and the game will be launched with an acknowledgement of Country and supported by our partner, Recognise. The game day will also feature an Indigenous All Stars Women's curtain raiser game. These celebrations will be an annual event on our calendar.



### ACTION

Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week

#### DELIVERABLE

- Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.
- Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week
- Ensure our Working Group participates in an external NAIDOC Week event.
- Ensure all staff have the opportunity to attend the local NAIDOC week event at Gunnamatta Park, Cronulla.

#### TIMELINE

July (1st full week of July) 2017, 2018

### RESPONSIBILITY

HR Manager and Community Manager

### ACTION

Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols

#### DELIVERABLE

- Explore who the Traditional Owners are of the lands and waters in our local area.
- Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.
- Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.
- Invite a Traditional Owner to provide a Welcome to Country at a minimum of one significant event including the Sharks Indigenous Round which will be hosted annually.
- Include Acknowledgement of Country at the commencement of important internal and external meetings.

#### TIMELINE

May 2017

July 2017

May 2017

May 2017, 2018

February 2018

### RESPONSIBILITY

HR Manager and Community Manager



**ACTION**

Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance

DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Host half-time PCYC Footy Fever Cup with Aboriginal and Torres Strait Islander children around National Aboriginal and Torres Strait Islander Children's Day (occurs 4th August each year).</li> </ul>	15 August 2017

**RESPONSIBILITY**

Community Manager

**ACTION**

Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements

DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li> </ul>	August 2017
<ul style="list-style-type: none"> <li>Continue to work with Aboriginal consultants including Paul Sinclair from Mirri Mirri and local elder Deanna Schreiber to deliver cultural awareness training.</li> </ul>	August 2017
<ul style="list-style-type: none"> <li>Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</li> </ul>	April 2017
<ul style="list-style-type: none"> <li>Continue to offer annual face to face cultural awareness training to football club employees and make it compulsory for new employees as a mandate of induction.</li> </ul>	January 2017
<ul style="list-style-type: none"> <li>Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement.</li> </ul>	June 2017

**RESPONSIBILITY**

Welfare Manager

## OPPORTUNITIES



Our organisation has a number of opportunities to connect, share, communicate and engage throughout our business. This includes employment throughout the Club, education and awareness via our community programs, football pathways supported via our squads, awareness through our media and communications and engagement as a result of our social impact work.

Promoting opportunities will contribute to closing the social, economic and health gap between other Australians and Aboriginal and Torres Strait Islander peoples and advance the viability of the communities in which we service.

Through our programs, opportunities will be created for employment, program participation, volunteering and internships and community partnerships to work with us on Reconciliation and join us on the journey. In 2016 we engaged with over 300 Aboriginal and Torres Strait Islander students through our Sharks Have Heart community programs.

### ACTION

Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation

#### DELIVERABLE

#### TIMELINE

- |   |               |
|---|---------------|
| <ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>  | May 2017      |
| <ul style="list-style-type: none"> <li>Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.</li> </ul> | June 2017     |
| <ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> </ul>                             | August 2017   |
| <ul style="list-style-type: none"> <li>Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</li> </ul>  | February 2018 |
| <ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>   | March 2017    |

### RESPONSIBILITY

Engagement and Pathways GM and School to Work Project Manager

### ACTION

Investigate opportunities to increase and improve Aboriginal and Torres Strait Islander employment outcomes within our workplace

#### DELIVERABLE

#### TIMELINE

- |  |               |
|--|---------------|
| <ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>  | December 2017 |
| <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander Employment and retention strategy.</li> </ul>  | April 2018    |
| <ul style="list-style-type: none"> <li>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</li> </ul>  | March 2018    |
| <ul style="list-style-type: none"> <li>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</li> </ul>  | November 2017 |
| <ul style="list-style-type: none"> <li>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</li> </ul>  | November 2017 |
| <ul style="list-style-type: none"> <li>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.</li> </ul> | January 2018  |

### RESPONSIBILITY

Community Manager and School to Work Project Manager

### ACTION

Embed Aboriginal and Torres Strait Islander participation and inclusion in our business

#### DELIVERABLE

#### TIMELINE

- |   |                  |
|---|------------------|
| <ul style="list-style-type: none"> <li>Develop a survey for identified Aboriginal and Torres Strait Islander Sharks players to undertake at the conclusion of each season to rate the usefulness of support services.</li> </ul>                                  | March 2017, 2018 |
| <ul style="list-style-type: none"> <li>Where possible, add identifier questions for all registration forms to help measure number of Aboriginal and/or Torres Strait Islander participants in club programs and structures.</li> </ul>                            | February 2017    |
| <ul style="list-style-type: none"> <li>Include a session on Aboriginal and Torres Strait Islander cultures and participation in the Sharks Parent Education Program to support inclusiveness in our Junior Rugby League and Game Development programs.</li> </ul> | June 2018        |

### RESPONSIBILITY

Welfare Manager and Community Manager

## ACTION

Support Aboriginal and Torres Strait Islander students to improve education outcomes

DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Continue to educate young Indigenous students to set positive goals and keep active through educational and sports workshops in programs we run such as Footy Fever.</li> </ul>	June 2017
<ul style="list-style-type: none"> <li>Promote the benefits of sport and recreation to young indigenous males who are participating in risk taking behaviour through our Kickstart program which runs every Wednesday morning across two school terms.</li> </ul>	June 2017, 2018
<ul style="list-style-type: none"> <li>Continue to engage with Aboriginal and Torres Strait Islander students from Kirinari and the Clontarf Academy, teaching them to repair and recondition old and broken bicycles, which are then donated to local community service organisations, schools and other not-for-profit organisations, through our Repair to Ride program.</li> </ul>	March 2017, 2018
<ul style="list-style-type: none"> <li>Develop Aboriginal and Torres Strait Islander students' self-confidence and strengthen their career knowledge and awareness through the Sharks' Tomorrow's STARS program.</li> </ul>	June 2017, 2018
<ul style="list-style-type: none"> <li>Support Aboriginal and Torres Strait Islander students in the School2Work program to complete their senior schooling and move into further education, training, or meaningful employment.</li> </ul>	May 2017, 2018
<ul style="list-style-type: none"> <li>Support the Clontarf Academy in delivering programs at Endeavour Sports High School in which participants are provided with an opportunity to succeed and hence to raise their self-esteem.</li> </ul>	May 2017, 2018

## RESPONSIBILITY

Community Manager

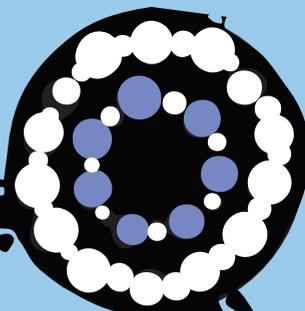
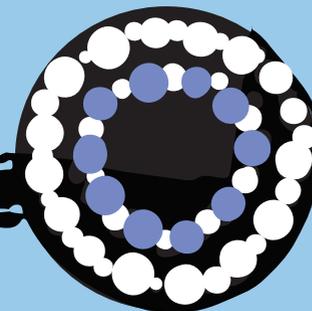
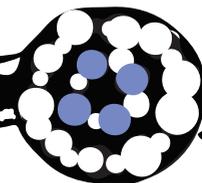
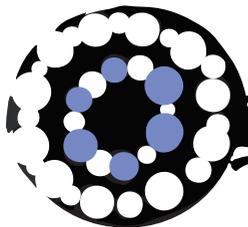
## ACTION

Support Aboriginal and Torres Strait Islander youth to be involved in our programs

DELIVERABLE	TIMELINE
<ul style="list-style-type: none"> <li>Set a 3% goal for the number of Aboriginal and Torres Strait Islander referees in the Junior Rugby League Referee Showcase as part of the Sharks' Community and Match Day Initiative.</li> </ul>	May 2017
<ul style="list-style-type: none"> <li>Organise for an Indigenous PCYC All Stars game to be played during one of our Indigenous Rounds in 2017/18.</li> </ul>	February 2018
<ul style="list-style-type: none"> <li>Determine Aboriginal and Torres Strait Islander participation in the following programs with a view to building upon current places offered to:                             <ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander children that participate in our 1-2-3 Rugby League School Active programs and tournaments;</li> <li>Aboriginal and Torres Strait Islander children that participate in our Junior Jaws and Mini Mermaids clinics;</li> <li>Aboriginal and Torres Strait Islander children that participate in our Pathway to Heroes camps and academy activities.</li> </ul> </li> </ul>	July 2017
<ul style="list-style-type: none"> <li>Measure number of Aboriginal and Torres Strait Islander internships/apprenticeships/work experience positions available through our Sharkcrew and Ambassador Networks and continue to offer these places.</li> </ul>	September 2018
	September 2017
	December 2017

## RESPONSIBILITY

Community Manager



## TRACKING AND PROGRESS

### ACTION

Review RAP achievements, challenges and learnings to Reconciliation Australia

### DELIVERABLE

- Define resource needs for RAP development and implementation.
- Define systems and capability needs to track, measure and report on RAP activities.
- Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.
- Investigate participating in the RAP Barometer.

### TIMELINE

February 2017

February 2017

September 2017, 2018

May 2018

### RESPONSIBILITY

Sharks RAP Working Group Chairperson

### ACTION

Report RAP achievements, challenges and learnings internally and externally

### DELIVERABLE

- Publicly report our RAP achievements, challenges and learnings.
- Make reports available to our board.
- Publish reports on our website, available for public viewing.
- Share reports with our stakeholders, which includes but is not limited to; sponsors, Indigenous and non-Indigenous partners and Members.

### TIMELINE

January 2018

July 2017

October 2017

October 2017

### RESPONSIBILITY

Community Manager and Working Group

### ACTION

Review, refresh and update RAP

### DELIVERABLE

- In partnership with Reconciliation Australia, develop a new RAP based on learnings, challenges and achievements.
- Submit draft RAP to Reconciliation Australia for formal review and endorsement.

### TIMELINE

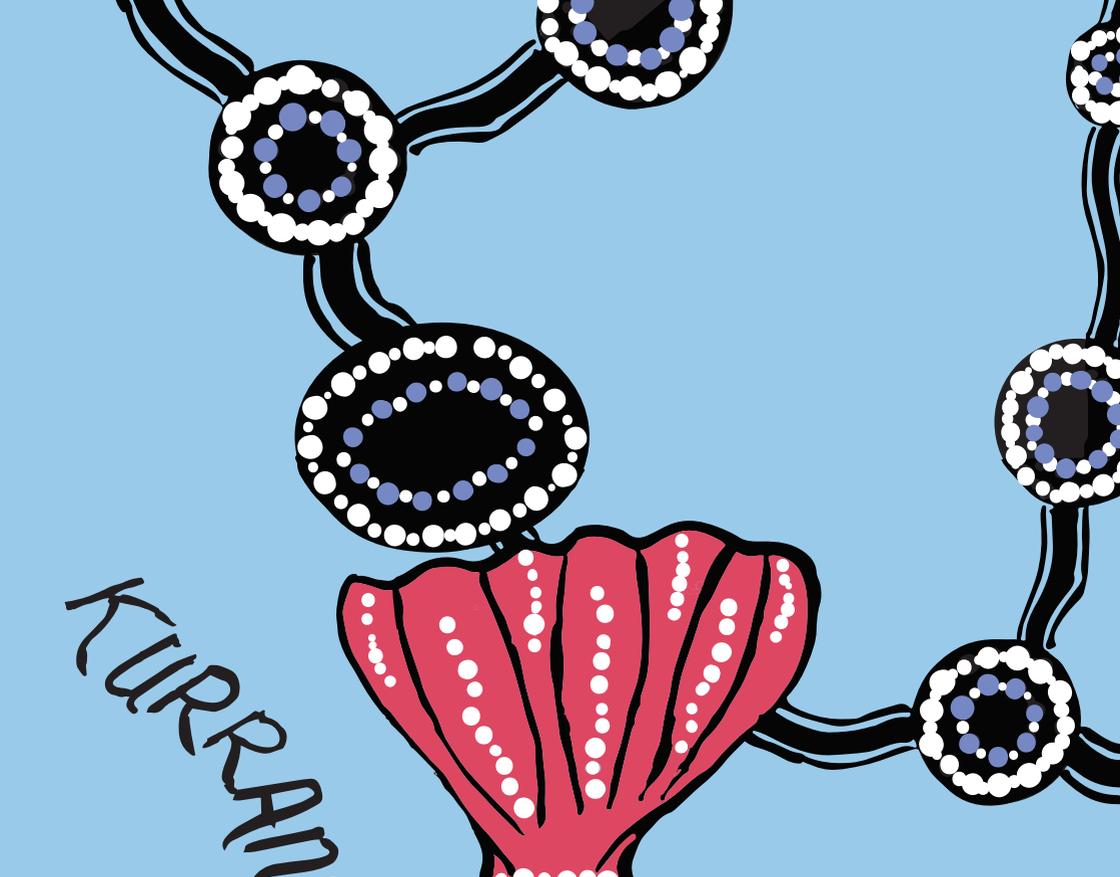
August 2018

November 2018

### RESPONSIBILITY

Sharks RAP Working Group Chairperson





KURRANULLA



RECONCILIATION  
ACTION PLAN

INNOVATE

## CONTACT

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