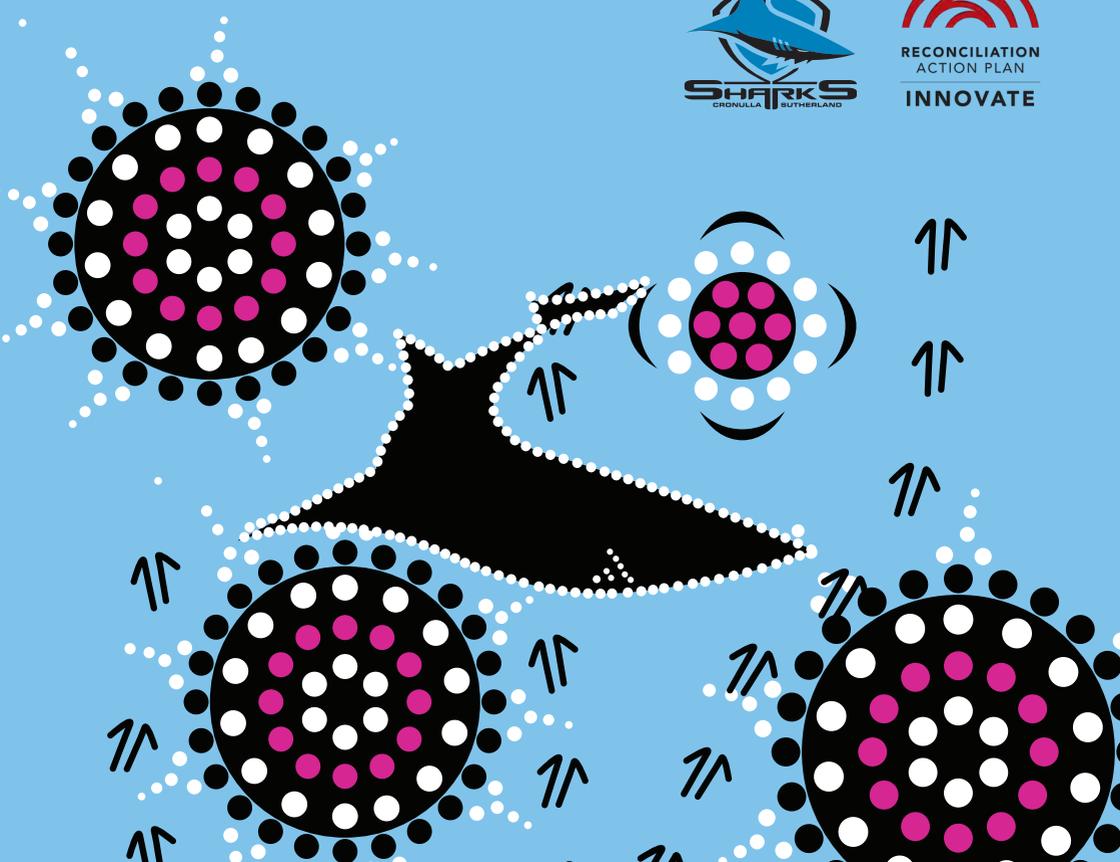


Sharks Group

RECONCILIATION ACTION PLAN

INNOVATE

January 2019 – January 2021



MESSAGE FROM RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I am delighted to see the Cronulla Sharks continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, the Cronulla Sharks continue to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides the Cronulla Sharks with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the Cronulla Sharks will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the Cronulla Sharks well as it embeds and expands its own unique approach to reconciliation. We encourage the Cronulla Sharks to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

WHAT IS THE RECONCILIATION ACTION PLAN PROGRAM?

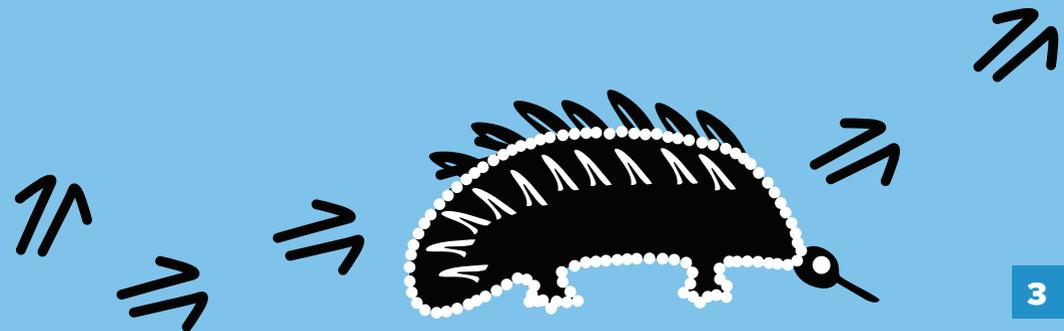
The Reconciliation Action Plan (RAP) program is Reconciliation Australia’s flagship program, which was developed to provide a framework for organisations to realise their vision for reconciliation.

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.

By developing a RAP, your organisation can:

- Implement a tried and tested framework, that is proven to drive reconciliation through practical actions
- Turn your organisation’s good intentions into action by formalising your organisation’s commitment to reconciliation
- Reaffirm institutional integrity by embedding an engaging framework contributing towards good governance practices.
- Join a dynamic, supportive and fast growing network of RAP organisations.
- Gain greater esteem as an employer of choice and build a more dynamic and diverse workforce
- Enable your staff to develop greater cultural awareness and professional development practices that will strengthen relationships with Aboriginal and Torres Strait Islander stakeholders
- Gain access to new markets and better engagement with existing markets
- Ensure more effective and relevant service delivery to Aboriginal and Torres Strait Islander peoples and communities.





CRONULLA SHARKS VISION FOR RECONCILIATION

Our vision for reconciliation is to build and sustain a strong connection between Aboriginal and Torres Strait Islander peoples and non-Indigenous people whilst empowering all with the skills and knowledge to continue the journey towards reconciliation.

We aim to do this through embracing the heritage, learnings and knowledge of our Aboriginal and Torres Strait Islander cultures and communities 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.

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 recent successes as a football club, we continue to create 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.

Currently 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 Shark Park, 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 4 interns and 40 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.

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 16.5 million and a game day attendance total of 173,000 during the 2018 Premiership season. With over 343,046 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 350 participants via our current indigenous education programs, including Repair to Ride, School to Work, Sharks Tomorrow's Stars, Kick Start and Footy Fever.

OUR FOUNDATIONS

BRAND - Trust, credibility, integrity, positive, pride and confidence

LEGACY - What we are leaving behind

FINANCIAL STRENGTH & STABILITY – Growing sustainable financial health to serve the club, the community and the game

GOVERNANCE – Demonstrating best practice and true leadership

VALUES – Teamwork, fun, respect, belief, honesty and accountability

OUR RAP

Our organisation is creating a second RAP to continue consolidating all the work our Club is doing particularly in the Aboriginal and Torres Strait Islander community. We currently engage over 350 Aboriginal and Torres Strait Islander students from the Sutherland Shire through our football and community programs including Repair to Ride, School Cultural Awareness Program, School to Work, Tomorrow's Stars, Kick Start, Footy Fever and elite pathways. Our club have also had a long-standing relationship with the Sutherland Shire Council in supporting local community events including NAIDOC Week.

In 2018 we held our third annual players and staff Aboriginal and Torres Strait Islander cultural awareness workshop that was delivered by local Elder, Aunty Deanna Schreiber to all our players and staff. The program was very well received, and it will continue to develop in 2019 as we will include an Aboriginal and Torres Strait Islander painting class within the workshop. Our club has created a Welcome to Country video which is played during each Sharks home game as well as before all proceedings for club events and initiatives.

The Cronulla Sharks NRL team will once again be embracing the NRL's Indigenous Round by wearing a specially painted jersey representing our local Aboriginal and Torres Strait Islander community. The artwork is designed each year by local Elder Aunty Deanna Schreiber, this will continue with our Aboriginal and Torres Strait Islander players from our NRL squad collaborating with Aunty Deanna Schreiber on the design for 2019. In 2018, the Glen Centre dance group performed a traditional Aboriginal ceremony on field at our home game to celebrate the NRL Indigenous Round and this will once again occur in 2019.

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.

Creating a second RAP allows us to continue strengthening the club's knowledge and understanding of Aboriginal and Torres Strait Islander peoples' cultures and journey. With the implementation of our new RAP and as leaders in the community, our staff and greater family will continue the journey to help provide opportunities and pathways for Aboriginal and Torres Strait Islander peoples to engage with us and our stakeholders.

The internal RAP champion for our Innovate RAP is Barry Russell, Sharks Football Club CEO, however the development was driven by our Sharks Have Heart Co-ordinator; Michael Vehtic. Our RAP will be led at the Sharks internally by George Nour (Sharks Have Heart General Manager). The Sharks RAP working group consists of six members, two of whom are Aboriginal and Torres Strait Islander members. They are: George Nour (Sharks Have Heart – General Manager), Michael Vehtic (Sharks Have Heart Co-ordinator – Sharks & Chair Person of the RWG), Deanna Schreiber (Aboriginal Elder & local council Chair Person), Tracey McNally (Community Development Manager – Kurranulla Aboriginal Corporation), Jordan Atkins (Head of Welfare and Education) and Daniel Holdsworth (NRL School to Work Program Manager).





LEARNINGS, CHALLENGES AND ACHIEVEMENTS

Since the implementation of our organisations first ever RAP, it has guided us towards making significant achievements over the past two years as we continue the journey for reconciliation within our community. Our ongoing RAP Working Group has been successful in implementing many initiatives and tracking progress of our work. In 2018, we developed and launched our partnership with Deadly Choices (Indigenous Urban Health Institute), this will enable us to support Aboriginal and Torres Strait Islander peoples in making positive health decisions in their lives and directing them to the necessary health services to fit their needs.

In 2017 we successfully had four of our key programs independently evaluated to measure the outcomes these programs had on the students involved. This has allowed us to gain a thorough understanding of the real impact our programs have as well as areas for improvement which will enable us to enhance the design and delivery of these programs for local students. A significant achievement in 2018, was the strategic decision to implement diversity as one of three key pillars for Sharks Have Heart, this decision has increased the focus we now have on our programs and initiatives aimed towards reconciliation. A result of this has been the development of our Welcome to Country video being created in partnership with Elder Deanna Schreiber, which is now played at all of NRL home games and internal events and meetings.

We have successfully tracked and recorded the Aboriginal and Torres Strait Islander population percentage data for our local Junior Rugby League, Shark Crew program, Skills Development Program and School Holiday Clinics. Throughout our previous RAP, we set the goal of achieving 3% representation of Aboriginal and Torres Strait Islander peoples within our programs in which we were able to achieve.



ABORIGINAL AND/OR TORRES STRAIT ISLANDER PERCENTAGE POPULATION

SHARKCREW = 15%

SUTHERLAND SHIRE DISTRICT JUNIOR RUGBY LEAGUE = 4%

SHARKS SKILLS DEVELOPMENT PROGRAM = 6.8%

SCHOOL HOLIDAY CLINICS = 3.8%

The past two years since implementing our first RAP has been a great learning experience for ourselves as a club. Through our independent evaluation that was conducted on our programs, we quickly learnt the power and potential our work has to impact Aboriginal and Torres Strait Islander students lives. Through this evaluation, we learnt that many of our programs also overlapped and the student cohorts were fairly similar. This allowed us to identify the opportunity and need to engage other Aboriginal and Torres Strait Islander students that we weren't previously and we have been able to do this through consultation with the RAP Working Group (RWG) and the launch of new programs and initiatives such as Deadly Choices and our School Cultural Awareness Program designed and delivered by Elder Deanna Schreiber.

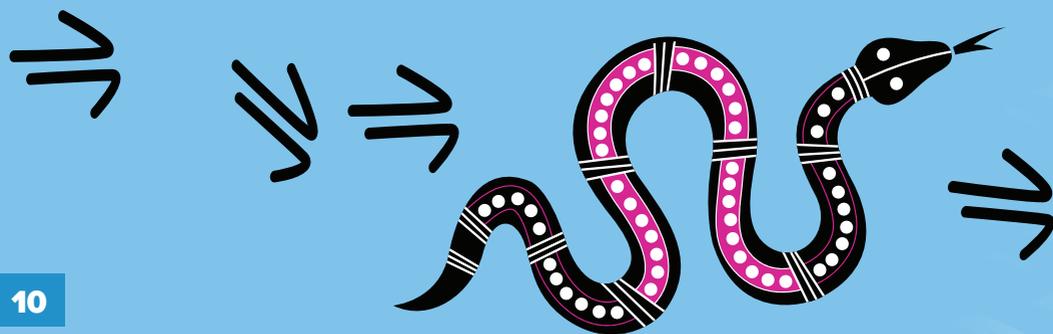
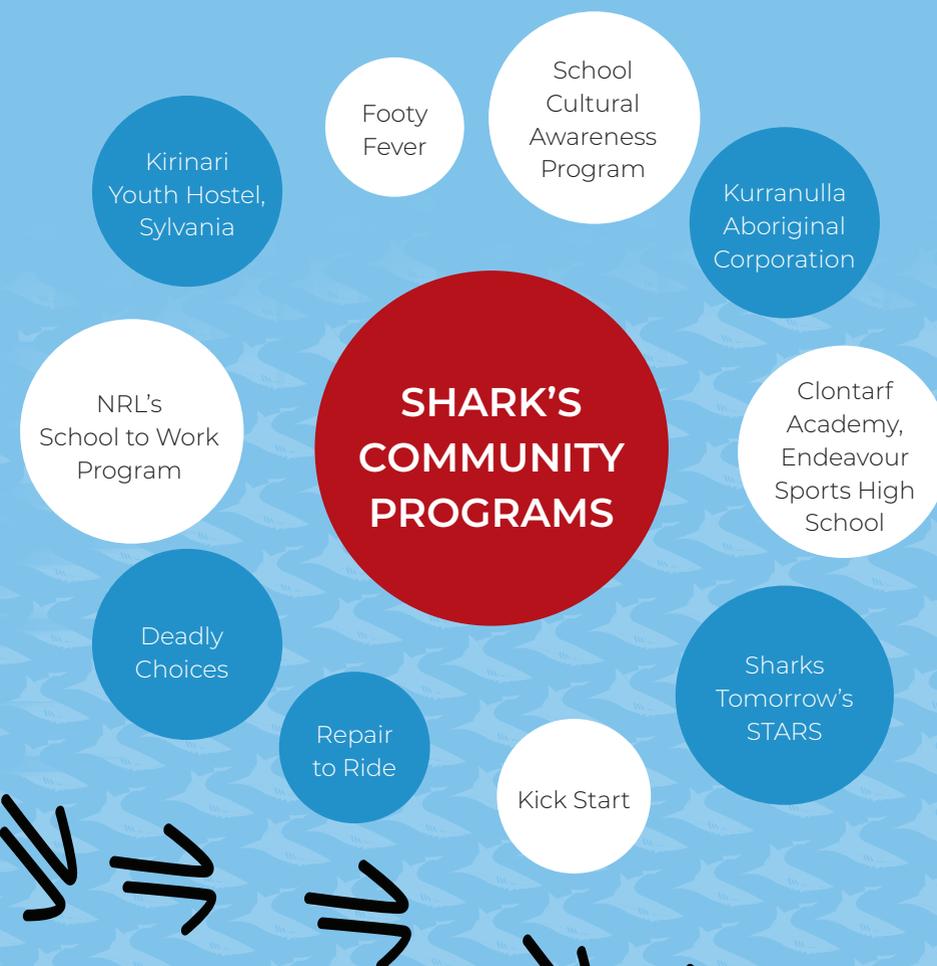
Through implementing our RAP which provided us with a framework to delivering reconciliation throughout our organisation, it allowed us to recognise areas for improvement and identify challenges we faced in achieving our deliverables. A key challenge for us was our past structure and strategy within Sharks Have Heart, our previous focus was spread from community programs and initiatives to junior development and alternate pathways for rugby league. This created a resourcing issue and limited us in achieving many desired outcomes which were identified in our first RAP. Many of these deliverables we didn't achieve are still in our plans and we are now in a better position to accomplish these.

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 \$650,000 into Aboriginal and Torres Strait Islander community programs. Our players and staff have been represented in the planning and execution in over six programs delivered over this time. In 2018 we developed a relationship with The Glen Centre, this saw them perform for all staff and players during our cultural awareness workshop, as well as pre-game when we celebrated the NRL Indigenous Round.

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



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.

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. This relationship with the school has been in place for over seven years. Many of the Clontarf students are involved in the Sharks Indigenous programs, some of which are listed below.

Beyond the Goal Posts is one of the programs that the Clontarf Academy take part in. The program teaches Aboriginal and Torres Strait Islander students in year 10 to 12 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.

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 the aid of the Sharks 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 Deanna Schreiber to the Sharks, who has agreed to once again sit on the RAP working group committee. Elder Deanna Schreiber's involvement at the club has continued to increase in the past two years from designing the 2017 & 2018 Sharks Indigenous Round jersey, to now holding cultural awareness workshops for all Sharks staff and NRL players as well as delivering our School Cultural Awareness Program which was launch in 2018.

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.

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 78 students in his program in years 10, 11 & 12, both male and female throughout high schools in 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 currently has a success rate of over 95%.

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 they graduate, with close mentoring of their progress on a structured 'post-school' plan.



DEADLY CHOICES - Launched in August 2018 our partnership with Deadly Choices aims to improve the knowledge, attitudes and behaviours of Aboriginal and Torres Strait Islander peoples around living healthy lifestyles. Deadly Choices incorporates a number of behaviour change programs to improve the health, well-being and empower Aboriginal and Torres Strait Islander peoples to make healthy choices for themselves and their families. Deadly Choices also encourages people to access their local Community Controlled Health Service and complete an annual health check.

SCHOOL CULTURAL AWARENESS

PROGRAM - was launched in 2018 and designed and delivered by Elder Aunty Deanna Schreiber. The programs focus is to provide students with an awareness workshop on Aboriginal culture. This allows Aboriginal and Torres Strait Islander and non-Indigenous students the chance to learn, ask questions and experience the rich and proud history of the longest living culture in the world. Aunty Deanna covers a range of topics within the program, such as; food gathering, dance, art, history, music and the local land and people.



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 Shark Park 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.

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.

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 Shark Park 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.

INTERNAL ACTIVITIES

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

In 2018, Elder Aunty Deanna Schreiber and the 'Glen' dance group held a cultural awareness workshop for all players and staff in alignment with the NRL Indigenous Round. This educational seminar will now feature as an annual event on our calendar and will expand to include a cultural painting class led by Elder Aunty Deanna Schreiber. This cultural painting class will engage all players and staff as well as local Aboriginal and Torres Strait Islander students, balls will be painted and thrown into the crowd during the NRL Indigenous Round by our playing group. The Glen dance group will also perform annually before our NRL team runs out for our home round when we celebrate the NRL Indigenous Round.



RELATIONSHIPS



Our organisation recognises that working closely with Aboriginal and Torres Strait Islander peoples 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, The Glen Centre, NRL, education partners 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.

ACTION

RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting

DELIVERABLE	TIMELINE	RESPONSIBILITY
• RWG to oversee the development, endorsement and facilitation of the RAP.	January 2019	Sharks Have Heart Co-ordinator
• The RWG will meet twice per year to evaluate the RAP implementation and review all programs and initiatives	January & May 2019, 2020	Sharks Have Heart General Manager
• The RAP Working Group will continue to include a minimum of two Aboriginal and Torres Strait Islander representatives.	January 2019, 2020	Sharks Have Heart General Manager
• Establish Terms of Reference for the RAP Working Group	February 2019	Sharks Have Heart Co-ordinator, Sharks Have Heart General Manager



ACTION

Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. 	May 2019	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to continue developing guiding principles for future engagement. 	October 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Maintain positive relationships with the Clontarf Academy through ongoing support of their programs, engagement through an annual visit from members of our NRL team and the implementation of our Deadly Choices educational workshops. 	December 2019, 2020	Head of Welfare and Education
<ul style="list-style-type: none"> Build our relationship with Deadly Choices through implementing and integrating their programs and initiatives throughout our current partnerships to provide awareness and positive outcomes for Deadly Choices and provide our partners with the benefits of their programs and initiatives. 	February 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Aim to engage all residents at the Kirinari Youth Hostel to undertake our current programs and initiatives to further support the Kirinari Youth Hostel in their work and aid them in any challenges they face through ongoing support. 	August 2019, 2020	RWG Chair
<ul style="list-style-type: none"> Continue to strengthen our relationship with Kurranulla Aboriginal Corporation and evaluate ways we can utilise both parties resources to produce positive outcomes for our communities. 	June 2019	Sharks Have Heart General Manager, RWG Member
<ul style="list-style-type: none"> Maintain our strong relationship with the NRL to continue to support programs for Aboriginal and Torres Strait Islander Youth through the School to Work program and look to increase our support within the program through creating awareness and providing opportunities for program participants. 	September 2019, 2020	Sharks School to Work Project Officer

ACTION

Participate in and celebrate National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Encourage our staff to attend an external NRW event. 	May 2019, 2020	Sharks Football Club CEO
<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	May 2019, 2020	RWG Chair
<ul style="list-style-type: none"> Organise at least one internal event for NRW each year and engage local Aboriginal and Torres Strait Islander stakeholders to attend. 	May 2019, 2020	Head of Education and Welfare
<ul style="list-style-type: none"> Register our NRW event via Reconciliation Australia's NRW website. 	May 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Support an external NRW event. 	May 2019, 2020	Sharks Have Heart Co-ordinator

ACTION

Raise internal and external awareness of our RAP to promote reconciliation across our business and sector

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. 	May 2019	Sharks HR Manager
<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP 	May 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with all stakeholders. 	November 2020	Sharks Have Heart Co-ordinator, Sharks HR Manager
<ul style="list-style-type: none"> Continue to develop and implement our strategy to communicate our RAP to all internal and external stakeholders 	January 2020	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Liaise with other NRL clubs to share RAP learnings and cooperate on RAP initiatives 	November 2019	Brand and Communications Manager
<ul style="list-style-type: none"> Implement a RAP overview into the induction process for all new staff 	May 2019	Sharks HR Manager

ACTION

Promote positive race relations through anti-discrimination strategies

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	March 2019	Sharks HR Manager, Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	May 2019	Sharks Have Heart Co-ordinator, Sharks HR Manager
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	April 2019	Sharks HR Manager
<ul style="list-style-type: none"> Educate senior leaders on the effects of racism 	July 2019	Head of Welfare and Education



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.

ACTION

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> 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) 	April 2019	Head of Welfare and Education
<ul style="list-style-type: none"> Continue to work with Aboriginal and Torres Strait Islander consultants including local Elder Deanna Schreiber to develop and deliver cultural awareness training. 	May 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. 	May 2019, 2020	Head of Education and Welfare
<ul style="list-style-type: none"> Provide the opportunity for employees to become educated and trained to deliver the Deadly Choices Health and Education program 	January 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> 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. 	May 2019	Sharks Have Heart Co-ordinator and Sharks HR Manager
<ul style="list-style-type: none"> Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. 	February 2019	Sharks HR Manager
<ul style="list-style-type: none"> Investigate cultural immersion opportunities for staff and/or senior leaders 	May 2019	Head of Welfare and Education, Sharks HR Manager

ACTION

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. 	April 2019, 2020	Sharks HR Manager
<ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week 	July 2019,2020	Sharks HR Manager
<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external NAIDOC Week event. 	July 2019, 2020	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Ensure all staff have the opportunity to attend the local NAIDOC Week event at Gunnamatta Park, Cronulla. 	July 2019,2020	Sharks HR Manager

ACTION

Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Continue hosting half-time PCYC Footy Fever Cup with Aboriginal and Torres Strait Islander children around National Aboriginal and Torres Strait Islander Children's Day (occurs 4 August each year). 	August 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Continue working with Kurranulla Aboriginal Corporation to provide local Aboriginal and Torres Strait Islander children the opportunity to take part in game day ceremonies to celebrate National Aboriginal and Torres Strait Islander Children's Day. 	August 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Create awareness for NAIDOC Week, National Aboriginal and Torres Strait Islander Children's Day through our social media platforms each year 	July, August, 2019, 2020	Sharks Digital Content Producer

ACTION

Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Continue the policy of ensuring our Welcome to Country video is played at all of our events and initiatives. 	March 2019	HR Manager & Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Invite a Traditional Owner to provide a Welcome to Country at least one significant event including the Sharks Indigenous Round 	May 2019, 2020	Sharks Game Day Manager
<ul style="list-style-type: none"> Include our Acknowledgement of Country video resource at the commencement of important internal and external meetings. 	January 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. 	February 2019	RWG Member, Sharks HR Manager
<ul style="list-style-type: none"> Invite a Traditional Owner into our office to explain the significance of Welcome to Country and Acknowledgement of Country. 	February 2019	Head of Welfare and Education
<ul style="list-style-type: none"> Develop a list of key contacts for organising a Welcome to Country maintaining respectful partnerships 	February 2019	Sharks Have Heart Co-ordinator, RWG Member
<ul style="list-style-type: none"> Encourage staff to include an Acknowledgement of Country at the commencement of all meetings 	February 2019	Sharks Football Club CEO



OPPORTUNITIES



Our business has a number of opportunities to connect, share, communicate and engage throughout our business; this includes employment throughout the club, education and awareness through our community programs, pathways through our Football teams, awareness through our media and communications and engagement through our social impact work.

Opportunities are created and exist through Sharks relationships. 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. We aim to do this through facilitating positive educational outcomes within our programs, improving self-esteem and decision making through providing positive role models within our programs and also supporting health outcomes through equipping youth with the skills and knowledge to make positive health decisions and connecting program participants to the necessary health services to make the required changes to live a healthy life.

Through our programs opportunities will be created for employment, program participants, volunteers and interns and community partners to work with us on Reconciliation and join us on the journey.

ACTION

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> 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. 	September 2019, 2020	Head of Welfare and Education
<ul style="list-style-type: none"> Where possible, continue implementing identifier questions for all registration forms to help measure number of Aboriginal and/or Torres Strait Islander participants in club programs and structures. 	February 2019	Sharks Have Heart Co-ordinator

ACTION

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation 	January 2019	Sharks HR Manager
<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and retention strategy. 	April 2019	Sharks HR Manager, RWG Chair
<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	March 2019	Sharks HR Manager & Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media. 	November 2019	Sharks Media Manager
<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	November 2019	Sharks HR Manager, Sharks School to Work Project Officer
<ul style="list-style-type: none"> 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. 	January 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander professional development strategy and encourage staff to take up these opportunities 	August 2019	Head of Welfare and Education
<ul style="list-style-type: none"> Investigate opportunities to promote Aboriginal and Torres Strait Islander leadership development in our organisation 	September 2019	Head of Welfare and Education



ACTION

Support Aboriginal and Torres Strait Islander students to improve education outcomes

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Continue to educate young Aboriginal and Torres Strait Islander students to set positive goals and keep active through educational and sports workshops in programs the Sharks run such as Footy Fever. 	June 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Promote the benefits of sport and recreation to young Aboriginal and Torres Strait Islander males who participate in risk taking behaviour through our Kickstart program which runs every Wednesday morning across two school terms. 	June 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Increase engagement through providing a program ambassador from within our Sharks NRL team to join the Aboriginal and Torres Strait Islander students from Kirrinari and the Clontarf Academy, in our Repair to Ride program. 	March 2019, 2020	Sharks Head of Welfare and Education
<ul style="list-style-type: none"> Develop Aboriginal and Torres Strait Islander students' self-confidence and strengthen their career knowledge and awareness through the Sharks' Tomorrow's STARS program. 	June 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Provide support for Aboriginal and Torres Strait Islander students in the School to Work program 	September 2019, 2020	Sharks School to Work Project Officer
<ul style="list-style-type: none"> Support the Clontarf Foundation in delivering programs at Endeavour High School 	October 2019, 2020	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Develop students awareness and knowledge of Aboriginal and Torres Strait Islander cultures through our School Cultural Awareness Program 	August 2019, 2020	Sharks Have Heart Co-ordinator & Sharks School to Work Project Officer
<ul style="list-style-type: none"> Develop and implement a plan with our local Aboriginal Education and Wellbeing Officer from the NSW Department of Education to engage more Aboriginal and Torres Strait Islander students in our programs. 	May 2019	Brand and Communications Manager
<ul style="list-style-type: none"> Continue to develop our relationship with the Australian Defence Force to provide local students with a workshop multiple times each year to learn about the work and education opportunities on offer. 	June 2019, 2020	Sharks Have Heart General Manager, School to Work Project Officer



ACTION

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	May 2019	Sharks Have Heart GM and School to Work Project Manager
<ul style="list-style-type: none"> Review and update procurement policies and procedures to identify and overcome barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services. 	June 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	August 2019	RWG Chair
<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	February 2020	Sharks Business Development Manager
<ul style="list-style-type: none"> Investigate Supply Nation membership. 	April 2020	Brand and Communications Manager

ACTION

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Set a 4% 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. 	May 2019	Sharks Game Development Officer
<ul style="list-style-type: none"> Continue to achieve our 6% target of Aboriginal and Torres Strait Islander participants in our Sharks Skills Development Program 	March 2019	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Set a 4% goal for the number of Aboriginal and Torres Strait Islander participants in our school holiday clinics 	October 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> 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"> Aboriginal and Torres Strait Islander children that participate NRL Wellbeing and School Active programs and tournaments Aboriginal and Torres Strait Islander children that participate in our Skills Development Program and junior academy pathway squads. Aboriginal and Torres Strait Islander children within our junior membership 	August 2019,2020 July 2019 September 2019	Sharks Game Development Officer, Sharks Have Heart Co-ordinator, Head of Fan Development
<ul style="list-style-type: none"> Measure the number of Aboriginal and Torres Strait Islander internships/work experience positions available through our Sharkcrew and Ambassador Networks and continue to offer these places. 	December 2019	Sharks HR Manager



GOVERNANCE, TRACKING PROGRESS & REPORTING

ACTION

Report RAP achievements, challenges and learnings to Reconciliation Australia

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. 	February 2019	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Investigate participating in the RAP Barometer. 	May 2020	Sharks Have Heart General Manager
<ul style="list-style-type: none"> RWG to collect data for the RAP Impact Measurement questionnaire 	July 2019, 2020	RWG Chair
<ul style="list-style-type: none"> RWG to seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia 	August 2019, 2020	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. 	September 2019, 2020	Sharks Have Heart Co-ordinator

ACTION

Report RAP achievements, challenges and learnings internally and externally

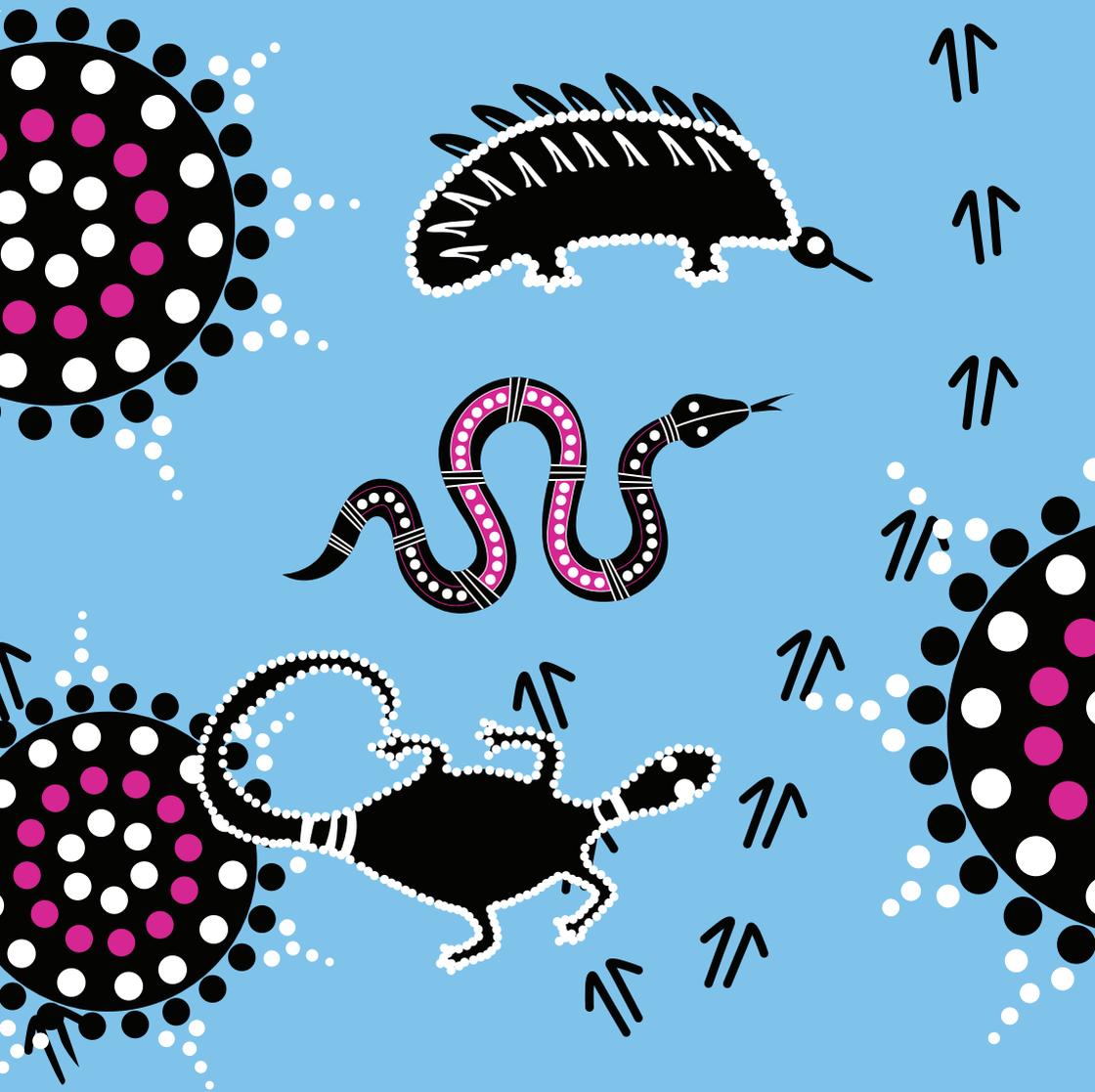
DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings 	November 2019, 2020	Brand and Communications Manager
<ul style="list-style-type: none"> Make RAP reports available to our board 	October 2019, 2020	Sharks Football Club CEO
<ul style="list-style-type: none"> Publish RAP reports on our website, available for public viewing 	October 2019, 2020	Digital Content Producer
<ul style="list-style-type: none"> Share reports with our stakeholders which includes and is not limited to; sponsors, Aboriginal and Torres Strait Islander partners and non-Indigenous partners and members. 	October 2019, 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Communicate all achievements and progress to staff members through our yearly Sharks Have Heart report. 	November 2019, 2020	Sharks Have Heart General Manager

ACTION

Review, refresh and update RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements 	July 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Send draft RAP to Reconciliation Australia for review and feedback 	August 2020	Sharks Have Heart Co-ordinator
<ul style="list-style-type: none"> Submit draft to Reconciliation Australia for formal endorsement 	December 2020	Sharks Have Heart Co-ordinator





RECONCILIATION
ACTION PLAN

INNOVATE

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