



# BRUMBIES RUGBY RECONCILIATION ACTION PLAN JUNE 2022 - JUNE 2024



# FIRST NATIONS ARTWORK 2022

*Artist - Budda Connors*



The Design for 2022 depicts the Brindabella mountains that border Ngunnawal Country, accompanied by yarning circles representing the journey of blood, sweat and tears of Brumbies teams past and present. The Handprints represent strength and unity, while the element above the mountains are the gathering of the 10 past First Nations Brumbies players meeting with our current First Nations player, Andy Muirhead, represented in the middle of the circle. Lastly, the male and female symbols represent the Brumbies Men's and Women's teams.



# A STATEMENT FROM KAREN MUNDINE, RECONCILIATION AUSTRALIA'S CEO

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Brumbies Rugby continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Brumbies Rugby will continuously draw upon to create RAP commitments rooted in experience and maturity.

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



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

This Innovate RAP is an opportunity for Brumbies Rugby to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Brumbies Rugby will ensure shared and cooperative success in the long-term.

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

Congratulations Brumbies Rugby on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



# CONTENTS

**ACKNOWLEDGEMENT OF COUNTRY - 6**

**OUR VISION FOR RECONCILIATION - 7**

**OUR BUSINESS - 8**

**OUR JOURNEY**

INTRO - 10

INDIGENOUS JERSEYS - 12

INDIGENOUS GAME DAY EXPERIENCE - 16

INDIGENOUS ROUND & TRIBUTE TO PAST PLAYERS - 17

INTERNAL & EXTERNAL EVENTS - 18

BRUMBIES FIRST NATIONS PROGRAM - 19

BRUMBIES INDIGENOUS YOUTH PROGRAM - 20

**RELATIONSHIPS - 16**

**RESPECT - 19**

**OPPORTUNITIES - 22**

**GOVERNANCE - 24**



# ACKNOWLEDGEMENT OF COUNTRY

The Brumbies board, staff and players acknowledge the traditional custodians of the lands on which we train and play, the ngunnawal people and the communities we work within and support. We pay our respects to Elders past, present and future, and to all aboriginal and torres strait islander peoples across our nations.



# OUR VISION FOR RECONCILIATION

We aim to utilise the game of Rugby and its qualities to drive richer engagement and openly connect with Indigenous communities and organisations within the ACT & Southern NSW. We will provide meaningful opportunities, develop a deeper understanding and build positive relationships that engender trust, respect and equality within our community.



# OUR BUSINESS

The ACT and Southern New South Wales Rugby Union (Brumbies Rugby) was founded in 1996 with the commencement of professional rugby in Australia. The organisation is responsible for the management, development and promotion of Rugby Union in Canberra and the surrounding region. Our professional team, the Brumbies, compete in the world's leading international provincial rugby competition, Super Rugby Pacific, playing a 14-game season across Australia, New Zealand and the Pacific Islands. Our women's team competes in the Super W contesting a 7-game season across Australia. We are Australia's most successful Super Rugby brand attracting 662,000 Brumbies fans nationwide, a broadcast audience of 1.58m and a digital reach of 554,000. With a combined membership and participation base in excess of 30,000. We have a unique global reach with local appeal.

Our organisation employs forty-five coaching and administrative staff and thirty-five professional players, totalling eighty employees. We currently have six players & two staff that identify as Aboriginal or Torres Strait Islander in our organisation. We are state focused with national and international reach. We work closely with our clubs and affiliates to deliver initiatives and programs to increase participation in grassroots rugby, develop elite success and engage with our fans. We have also developed a strong partnership over many years with the Lloyd McDermott Rugby Development Team ensuring the continued promotion and support of indigenous rugby programs in our region. As we commence our reconciliation journey, we aim to utilise the game of rugby and its qualities to drive richer engagement and openly connect with indigenous communities and organisations within the ACT & Southern NSW.







# OUR RAP JOURNEY

We launched our inaugural Reconciliation Action Plan (RAP) on 31 January 2018 at an event held at the Gugan Gulwan Youth Aboriginal Cooperation in Erindale. Our RAP is a crucial step that recognises the unique role that sport plays in removing barriers and creating opportunities for Aboriginal and Torres Strait Islander Australians, to support closing the gap through developing strong and meaningful relationships and using our community profile and sphere of influence to create real opportunities in areas of leadership, education and inclusion, embodied through our Indigenous Game Day Experience, First Nations Program and Indigenous Youth Program. As an organisation we can play an active part in raising awareness, recognising and celebrating the unique role that Indigenous Australians have and continue to play in the life of our organisation our city and region. To play a role in the provision of opportunities that enrich the lives of young Indigenous males and females is vitally important and hugely valuable.

With the development of this RAP, we have established a working group of internal staff and external stakeholders that ensure targets are met and key messages are communicated throughout the organisation.

**The Working Group comprises:**



Lillyanne  
Mason-Spice





- Executive Champion: Deputy CEO - Craig Leseberg
- Team Manager - Bill Swain
- Head of Operations - Tony Abel
- Head of Pathways - Andy Clark
- Rugby Development Officer - Gabby Peterson
- Player Development Manager - Robin Duff
- Competitions & Rugby Services Manager - Mathew Vowles
- Community Rugby, Indigenous Member - Trevor Ellis

We have also established an Indigenous Cultural Advisory Group (ICAG) which includes Richie Allan, Michele Abel & Trevor Ellis from our local Indigenous community. The formation of this group has been critical to supporting the development and implementation of our RAP and most importantly connecting with Aboriginal and Torres Strait Islander peoples on our reconciliation journey.

Our priority is advancing our commitment through our Reconciliation Action Plan to Innovate. Continuing education and awareness is crucial but moving forward we are committed to exploring and expanding opportunities. We will continue to improve our understanding of Indigenous Culture and better connect with the Aboriginal and Torres Strait Islander peoples in our community.

One thing that we have come to recognise is that seemingly small things can have a large and often profound impact. So, continually making the effort is beneficial and important. Ultimately reconciliation is about strengthening relationships between Indigenous and non-Indigenous people, for the benefit of everyone.

We are incredibly proud to continually build on our reconciliation program which currently includes commitments such as;

Andy Muirhead's  
2021 Custom  
Boots



# INDIGENOUS JERSEYS

Our players have embraced our First Nations training shirts that are worn at all pre-game warmups and the captains run, using our profile to raise awareness. This initial unique shirt was conceived and produced by Dale Huddleston, a Wiradjuri man who is employed as a youth worker at the Gugan Gulwan Youth Aboriginal Cooperation in Canberra. A well-known local artist and musician, Dale Huddleston was assisted in the design of the Game Rehearsal shirt by Ngunnawal descendent Stanley “Budda” Connors and Rory Arnold, Robbie Abel and Andrew Muirhead. The Brumbies players contributed to the original painting of the unique design. The design itself incorporates several traditional Aboriginal elements including the Bogong moth, a totem of the Ngunnawal region, as well as footprints of the black duck totem of the Yuin nation and the goanna totem of the Wiradjuri nation.

In 2020 we were proud to wear our first ever First Nations playing jersey against the Queensland Reds. Designed by local artist Budda Connors,

2020 Jersey



the predominantly white strip featured our regions iconic Brindabella Mountain Range with hooves of wild Brumbies morphing into the footprints of the 10 capped Indigenous players who have represented the club, positioned around a circular meeting place. The white dots along the bottom represent the Murrumbidgee River - this is our lifeline and a major river in the Brumbies territory. The design also depicts the wedge-tailed eagle (Mulleun). Brumbies territory includes the land of the Ngunnawal people and the eagle is the Ngunnawal totem which connects us to land, air and water.

In 2021, while similar in design, the primarily gold jersey represented the side through the Brindabellas in the background of the artwork, as well as having 10 u-shaped footprints in the front which also represent the Indigenous players who have played for the Brumbies. Both front and back artwork was designed by Budda Connors, a proud Ngunnawal man.

## 2021 Jersey



The playing jersey worn by the Brumbies for its First Nations Round game v. Blues on Saturday 21st May shares the same themes as the shirt which has been worn by the team this season during Captain's Run and Pre-game sessions.

The playing jersey shown below depicts the Brindabella mountains which border Canberra and are part of Ngunnawal country. They are also home to the iconic wild brumbies from where the Brumbies Rugby name originated. The mountains show a series of yarnning circles linked by dotted lines representing the journey of blood, sweat and tears experienced by Brumbies teams both past and present.

On the back are handprints representing both strength and unity – characteristics inherent in First Nations peoples and ones to which the Brumbies aspire. We are also proud to be able to include both the Aboriginal and Torres Strait Islander flags.

The dark orange background design includes other elements clearly seen on the blue Captains Run/Pre-game shirt which is also shown below. These are the meeting of the 10 past and present First Nations Brumbies players with our current First Nations player, Andy Muirhead, represented in the middle of the circle. The lines around the meeting place represent the journey these 11 players have taken to be part of the Brumbies story.

Also included in the background of the playing jersey, and shown clearly in the Captains Run/Pre-game shirt at the sides of the mountains, are male and female symbols which represent the Brumbies' Super Rugby (Men's) and Super W (Women's) teams.

## 2022 Playing Jersey



2022 Captains  
Run/Training  
Jersey



## ***THE INDIGENOUS GAME DAY EXPERIENCE***

The club appreciates the powerful role that we can play in bringing recognition and understanding to the special contribution that Aboriginal and Torres Strait Islander peoples make to the community. Supported by the Traditional Owners Aboriginal Corporation (TOAC) our game day experiences will focus on showcasing Aboriginal and Torres Strait Islander cultures through dance, arts, crafts and music. Through bespoke cultural education we will provide in-depth insights where members and fans learn about the land and its ancient history, share traditional food and talk about life for Indigenous people in Australia today. Change starts with knowledge.





# INDIGENOUS ROUND & TRIBUTE TO PAST PLAYERS

The Indigenous round is a great opportunity to promote, celebrate and acknowledge our Aboriginal and Torres Strait Islander peoples. We also pay tribute to all Aboriginal and Torres Strait Islander players, male and female, past and present, who have enriched our sport, our club and our communities. The following players who have worn the Brumbies jersey with distinction including one of our all-time greats in Andrew Walker. Others in order of appearance have included Jim Williams, Brendan Williams, Lenny Beckett, Saia Faingaa, Anthony Faingaa, Colby Faingaa, Rory Arnold, Robbie Abel, Andy Muirhead and Richie Arnold. We also acknowledge the contribution of our Indigenous Super W players including Grace Kemp, Samantha Maxwell, Niki Paterson, Gabby Peterson, Lillyanne Mason-Spice. Indigenous round brings together many community groups and exposes our fans, members and players to Aboriginal and Torres Strait Islander cultures through dance, arts and crafts, music, Welcome to Country and taking part in a cultural gift exchange.



WIRADJURI

BUNDJALUNG

WIRADJURI

WIRADJURI

WARRAMUNGA

MULLI MULLI

YUIN

BALANGARRA

GANDANGARA

BUNDJALUNG

WIRADJURI

BARUNGAM

WUTHATHI

BUNDJALUNG

GANDANGARA



## ***INTERNAL & EXTERNAL EVENTS***

We have established a joint NAIDOC week celebration with Sport Australia, the AIS and the University of Canberra. This provides an opportunity to partner with three iconic Canberra organisations and work together to raise awareness, recognise and celebrate the unique role that Indigenous Australians continue to play in the life of our organisations our city and region. The staff from each organisation genuinely embraced the occasion and contributed to a great day. We had traditional ceremonies but also conducted interactive Indigenous artwork workshops over the course of the afternoon as well as a unique opportunity to play the game of Buroinjin. This will be an annual event moving forward.

Our Executive recently attended a 'Walk on Country' cultural immersion program with the Traditional Owners Aboriginal Corporation (TOAC) at Mulligans Flat. The day was broken up with a focus on Aboriginal history, Indigenous land management & food, then looking at issues facing Indigenous people today, boomerang throwing and building a bush shelter, followed by the importance of Cultural Awareness. Staff have also attended a cultural awareness session conducted by Dwayne Bannon-Harrison from Ngaran Culture Awareness.

In 2021, leading into the Rugby AU First Nations Round, the team participated in some educational activities, travelling to Tharwa where they cooked Kangaroo and Barramundi with traditional herbs and spices. They also went to Burrunju Art Gallery where they learned about and participated in Indigenous artwork and traditions.





## ***BRUMBIES FIRST NATIONS PROGRAM***

Our commitment to social inclusion and opportunity is shown through pioneering an inaugural Brumbies First Nations program aimed at providing opportunities for Indigenous male and female players aged 18+ from across Australia to 'trial' in our Academy system. Recognised Indigenous players were fully immersed for a two-week intensive training block. In a multifaceted program we have also developed a holistic schedule based around on and off field activity. The off-field focus includes work experience with our commercial staff in game day planning and processes and the development team supporting community engagement activations at local schools and Indigenous organisations. The group was also involved aspects of coach development to gain accreditations to support future employment ambitions. The inaugural representatives were Danny Allende (Gomeroi), Gage Philips (Gooreng Gooreng) and Dylan McLachlan (Wiradjuri).

## **BRUMBIES INDIGENOUS YOUTH PROGRAM**

With a focus on health and wellbeing through physical activity we will initiate a Brumbies Indigenous Youth rugby program connecting with 13 to 17-year Aboriginal and Torres Strait Islander boys and girls. Conducting targeted all-inclusive regional sessions comprising skill development, athletic performance, nutrition, cultural and leadership elements. Our program has the added benefit of improving community wellbeing and using sport to address school attendance. This is essential given the major health and wellbeing benefits from sport and physical activity. This is also an opportunity to promote healthy living and an active lifestyle, for young Aboriginal and Torres Strait Islander children.

**Gabby Peterson**  
Super W Player/Rugby  
Development Officer  
Wuthathi





# RELATIONSHIPS

Brumbies Rugby recognises the importance of building strong and meaningful relationships with our local Indigenous community and sharing their cultural traditions and experiences. Building honest and sustainable relationships is an important step in the reconciliation process.

Focus area - Meaningful engagement with our Aboriginal and Torres Strait Islander community and peoples.



Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2022, 2023	Head of Operations
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2023	Head of Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2022, 2023	Head of Operations
	• RAP Working Group members to participate in an external NRW event.	27 May-3 June 2023, 2024	Head of Operations
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2023, 2024	Head of Operations
	• Organise at least one NRW event each year.	27 May-3 June 2023, 2024	Head of Operations
	• Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	June 2022, 2023	Head of Operations
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	July 2022, 2023	Head of Operations
	• Communicate our commitment to reconciliation publicly.	June 2022, 2023	Head of Operations
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2022, 2023	Head of Operations
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	June 2022, 2023	Head of Operations
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2022, 2023	Head of Pathways
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2022, 2023	Head of Pathways
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2022, 2023	Head of Pathways
	• Educate senior leaders on the effects of racism.	June 2022, 2023	Deputy CEO

# RESPECT

Brumbies Rugby is respectful towards Indigenous peoples and is committed to more openly connecting with our local Indigenous community to share their culture, history and achievements. Fostering and growing respect encourages reconciliation and creates a progressive and inclusive culture.

Focus area - Heighten our engagement and better understand and celebrate Aboriginal and Torres Strait Islander culture, history and achievements.



**Respect**

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**Focus area:** Heighten our engagement and better understand and celebrate Aboriginal and Torres Strait Islander culture, history and achievements.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"><li>Conduct a review of cultural learning needs within our organisation.</li></ul>	July 2022, 2023	Player Development Manager
	<ul style="list-style-type: none"><li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li></ul>	June 2022, 2023	Player Development Manager
	<ul style="list-style-type: none"><li>Wear our First Nations training shirt at all captains runs and warmups using our significant profile to raise awareness.</li></ul>	June 2022, 2023	Head of Operations
	<ul style="list-style-type: none"><li>Develop, implement and communicate a cultural learning strategy for our staff.</li></ul>	July 2022, 2023	Player Development Manager
	<ul style="list-style-type: none"><li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li></ul>	June 2022, 2023	Player Development Manager
	<ul style="list-style-type: none"><li>In partnership with the Traditional Owners Aboriginal Corporation (TOAC) our game day experiences will focus on showcasing Aboriginal and Torres Strait Islander cultures through dance, arts, crafts and music.</li></ul>	June 2022, 2023	Head of Operations
	<ul style="list-style-type: none"><li>Through bespoke cultural education we will provide in-depth insights where members and fans learn about the land and its ancient history, share traditional food and talk about life for Indigenous people in Australia today.</li></ul>	July 2022, 2023	Head of Operations
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"><li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li></ul>	July 2022, 2023	Team Manager
	<ul style="list-style-type: none"><li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li></ul>	June 2022, 2023	Deputy CEO



	<ul style="list-style-type: none"> <li>• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	June 2022, 2023	Head of Operations
	<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	June 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>• Commit to Welcome to Country and Acknowledgement of Country at key events in our calendar including all Super Rugby home games at GIO Stadium.</li> </ul>	June 2022, 2023	Head of Operations
	<ul style="list-style-type: none"> <li>• In consultation with Ngunnawal Elders and Custodians, Adopt elements of the Ngunnawal language in our internal and external communications and our signature block. In addition to use at GIO Stadium including Yuma (the Ngunnawal word for Hello), Yumalundi (the Ngunnawal word for Welcome) and Yarra (the Ngunnawal word for Thanks)</li> </ul>	June 2022, 2023	Deputy CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>• RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2022	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June 2022, 2023	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>• Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July, 2022	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>• Conduct a joint NAIDOC week celebration with Sport Australia, the AIS and the University of Canberra. This provides an opportunity to partner with three iconic Canberra organisations and work together to:               <ul style="list-style-type: none"> <li>○ Raise awareness, recognise and celebrate the unique role that Aboriginal and Torres Strait Islanders Australians continue to play in the life of our organisations our city and region</li> <li>○ Include traditional ceremonies, interactive Indigenous artwork workshops</li> <li>○ Play the game of Buroinjin</li> </ul> </li> </ul>	First week in July 2022, 2023	Head of Operations
8. Host annual Indigenous Round and competitions in Canberra to recognise and celebrate Aboriginal and Torres Strait Islander players past and current.	<ul style="list-style-type: none"> <li>• Conduct a dedicated Indigenous Round annually at GIO Stadium in Canberra during a Super Rugby Pacific home game.</li> </ul>	June 2022, 2023	Team Manager Head of Operations
	<ul style="list-style-type: none"> <li>• Conduct a local First Nations Round to be held annually in Canberra in the John I Dent Cup.</li> </ul>	July 2022, 2023	Competitions & Rugby Services Manager

# OPPORTUNITIES

Brumbies Rugby recognises its community leadership responsibility and is committed to providing real opportunities for Aboriginal and Torres Strait Islander peoples in the areas of leadership, education, development and initiatives.

Focus area - Central to our strategic plan, we are determined to connect with our community and lead programs that enhance our footprint and generate beneficial social change. We appreciate and celebrate diversity and foster an inclusive environment. Our goal is to be connected and engaged with our entire region together with our First Nations community and peoples.



<b>Opportunities</b>			
<p>Brumbies Rugby recognises its community leadership responsibility and is committed to providing real opportunities for Aboriginal and Torres Strait Islander peoples in the areas of leadership, education, development and initiatives.</p>			
<p><b>Focus area:</b> Central to our strategic plan, we are determined to connect with our community and lead programs that enhance our footprint and generate beneficial social change. We appreciate and celebrate diversity and foster an inclusive environment. Our goal is to be connected and engaged with our entire region together with First Nations community and peoples.</p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<p>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	June 2022, 2023	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	July 2022, 2023	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	July 2022, 2023	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	July 2022, 2023	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	July 2022, 2023	Competitions & Rugby Services Manager
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	August 2022, 2023	Deputy CEO
<p>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	July 2022, 2023	Team Manager
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	August 2022, 2023	Team Manager
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	August 2022, 2023	Team Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	August 2022, 2023	Team Manager





	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	August 2022, 2023	Team Manager
<p>11. Establish and promote a First Nations Rugby Program to create opportunities for Aboriginal and Torres Strait Islander male and female players in our system.</p>	<ul style="list-style-type: none"> <li>Pioneer an inaugural Brumbies First Nations program aimed at providing opportunities for Aboriginal and Torres Strait Islander male and female players aged 18+ from across Australia to 'trial' in our Academy system.</li> <li>Identified First Nations players will be fully immersed for a three-week intensive training block with travel and accommodation support.</li> <li>In a multifaceted program we will also deliver a holistic schedule based around on and off field activity. The off-field focus includes work experience with our commercial staff in game day planning and processes and the development team supporting community engagement activations at local schools and First Nations organisations.</li> </ul>	September 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Initiate a Brumbies Indigenous Youth Program connecting with 13 to 17-year Indigenous boys and girls. Conducting targeted all-inclusive regional sessions comprising skill development, athletic performance, nutrition, cultural and leadership elements.</li> </ul>	August 2022, 2023	Head of Operations





# GOVERNANCE



Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	November 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	June 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	June, August, <u>October</u> , December 2022, 2023	Deputy CEO
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	March 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	March 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	March 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	March 2022, 2023	Deputy CEO
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	September 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	December 2022, 2023	Deputy CEO
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	August 2022, 2023	Deputy CEO
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	March 2024	Deputy CEO









RECONCILIATION  
ACTION PLAN

INNOVATE

## CONTACT

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