

# QUEENSLAND RUGBY UNION INNOVATE RECONCILIATION ACTION PLAN

MAY 2017 - MAY 2019





# STORY OF THE ARTIST

## JANITA LANGTON

Janita is from Cherbourg and is a proud Ewamian woman. This year Janita will commence Year 11 at Murgon State High School.

Janita was selected in the Queensland Reds Future Indigenous Leaders program in 2013 and transitioned into the Reds Generation Next Program at the beginning of 2017. Janita is also currently completing a school-based traineeship.

*"I used Torres Strait, Aboriginal and Australian colours to represent all of us as we all come together as one...the 5 big circles means that we all gathering as family, the red circle represents the genes of us people, the reddish-brown dots on the outside means the earth we are standing on and the blue represents the sea"*

**\*\*Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of people who have since passed away.**





# MESSAGE FROM RECONCILIATION AUSTRALIA

## JUSTIN MOHAMED

CEO, RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates the Queensland Rugby Union on developing its first Reconciliation Action Plan (RAP).

By adopting an Innovate RAP, Queensland Rugby Union is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. Queensland Rugby Union's commitments in this RAP see it well-placed to continue this progress across the key pillars of reconciliation—relationships, respect and opportunities.

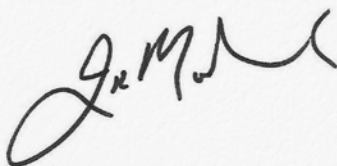
Queensland Rugby Union understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations in order to achieve mutually beneficial outcomes. It displays this commitment through its actionable goal to celebrate and promote National Reconciliation Week (NRW).

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to Queensland Rugby Union core values. It champions these values by committing to continue to build capacity,

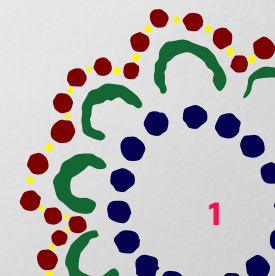
understanding and awareness of Australia's First Peoples cultures and traditions both as and organisation and through the rugby community.

Queensland Rugby Union is committed to driving reconciliation through employment and education opportunities for Aboriginal and Torres Strait Islander peoples through the delivery of their Queensland Reds Indigenous Program

On behalf of Reconciliation Australia, I commend Queensland Rugby Union on this Innovate RAP, and look forward to following its continued reconciliation journey.



Justin Mohamed









# MESSAGE FROM THE CEO

## **RICHARD BARKER**

CEO, QUEENSLAND RUGBY UNION

On behalf of the Queensland Rugby Union (QRU) it gives me great pleasure to deliver QRU's first Reconciliation Action Plan (RAP).

Building sustainable programs for Aboriginal and Torres Strait Islander peoples and celebrating existing Indigenous rugby initiatives are key components of making rugby a game for all Queenslanders to enjoy.

Since 2010, the Queensland Reds Indigenous Program (QRIP), which has a focus on enhancing education and employment opportunities for Aboriginal and Torres Strait Islander peoples in Queensland, has continued to expand and now delivers award-winning state-wide programs to encompass urban, regional, remote and discreet communities.

In addition, the QRU also provides leadership and access to our rugby pathways for Aboriginal and Torres Strait Islander peoples from the grassroots to elite level in our state.

Most significantly the QRU recognises that rugby plays a part in the rich sporting and cultural life of millions of Australians. Through our involvement in rugby, we are fortunate to be in the position to be able to overcome barriers and create genuine

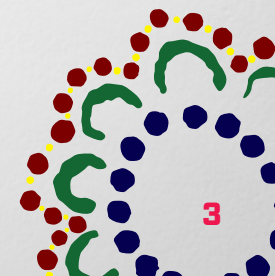
opportunities for Aboriginal and Torres Strait Islander peoples that will assist in promoting the oldest continuous living culture in the world.

QRU recognises future opportunities for growth and learning and welcomes the opportunity to continue to support our rugby community on the journey of reconciliation.

On behalf of the QRU, I sincerely thank Reconciliation Australia and the QRU Community Rugby departments for their contribution and support in the development of our first RAP.



**Richard Barker**





## FOREWORD

### SELWYN BUTTON

ASSISTANT DIRECTOR GENERAL - STATE SCHOOLS INDIGENOUS EDUCATION, DEPARTMENT OF EDUCATION & TRAINING  
QUEENSLAND RUGBY UNION INDIGENOUS ADVISORY GROUP & RAP WORKING GROUP

The Queensland Rugby Union has been producing Indigenous excellence on the rugby field since the early days of Frank Ivory through to recent years with the Fainga'a twins and now Moses Sorovi.

This also extends through their ongoing support to increase Aboriginal and Torres Strait Islander player participation by actively engaging with the Lloyd McDermott Rugby Development Foundation. Testament to this engagement has been the increasing dominance of Queensland Indigenous rugby teams competing at national levels and player selection for national representative teams.

Given this proud history of the QRU in supporting Indigenous excellence, it provides a smooth transition to supporting the next generation of Aboriginal and Torres Strait Islander leaders in our communities and schools. Whilst supporting future Indigenous leaders is not the core business of elite sporting clubs, the QRU has embraced the challenge and established strong working relationships with partnering communities, families and schools to achieve this shared vision.

Since 2010 the QRU has continued to build upon its early start to support students successfully completing Year 12 to now extending their reach further into schools and communities by focusing on nurturing the next generation of leaders across our communities in Queensland.

The primary focus of the Queensland Reds Indigenous Program (QRIP) isn't about rugby, but is designed to identify, support and grow our future leaders. It is not just about turning up to school, but going above and beyond to demonstrate excellence through participation in activities that encourage students to reach their true potential, whilst using role models and incentives for ongoing engagement.

In recent times, QRU programs have increased participation across partnering communities and schools leading to quality outcomes, including Aboriginal and Torres Strait Islander university graduates, employees and trainees. This is best demonstrated publicly through the establishment of the Indigenous Super Rugby Round for the Queensland Reds, proudly displaying Indigenous themed jerseys for this game and celebrating the achievements of its QRIP participants.

Whilst it is still early days for the QRU Indigenous programs, the long history of building strong leaders on the field has laid the foundations to establish quality leadership programs in the community to create the next generation of First Peoples leaders. Working alongside and in partnership with communities, families and schools the QRU is making a significant difference to the lives of Aboriginal and Torres Strait Islander Queenslanders.





## FOREWORD

### JEAN COBBO

INDIGENOUS EMPLOYMENT COORDINATOR, HUTCHINSON BUILDERS

MOTHER OF QUEENSLAND REDS INDIGENOUS PROGRAM PARTICIPANT - PAUL COBBO

My name is Jean Cobbo. I am a proud Wakka Wakka and Kamilaroi woman from the Southeast QLD and North-Central of NSW region. Professionally I am employed as an Indigenous Employment Coordinator at Hutchinson Builders.

My son Paul became a participant of the Queensland Reds Indigenous Program in 2013 while studying at St. Joseph's Nudgee College.

I know personally how much the Queensland Reds Indigenous Program has helped Paul to broaden his own networks and build relationships with professionals for his own career path.

He is one of many young Aboriginal and Torres Strait Islander kids to be part of an amazing program that gives them an opportunity to be confident about who they are, what they can become and achieve, how they can give back to community and start a successful career path.

I know Paul will be forever grateful and appreciative to the organisation and its staff for helping him set the foundations of starting a successful career and the opportunities this program has given him.

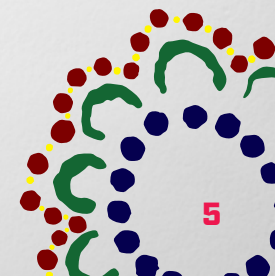
Paul has learnt a lot about himself being part of this program and the achievements he has already accomplished, which as his mum I am very proud of.

I have always said to Paul never forget the people who help you become successful as you go along your journey in life, so I know he won't forget you guys.

I personally would like to thank you all for the support and guidance that you have provided Paul over the years to help him transition smoothly into both university and work.

Queensland Rugby has continually demonstrated a real commitment of support for the Aboriginal and Torres Strait Islander community and the launch of your first Reconciliation Action Plan is a wonderful achievement in continuing this commitment.

I am honoured to provide this Foreword and can't wait to continue to be part of your journey.



## OUR BUSINESS

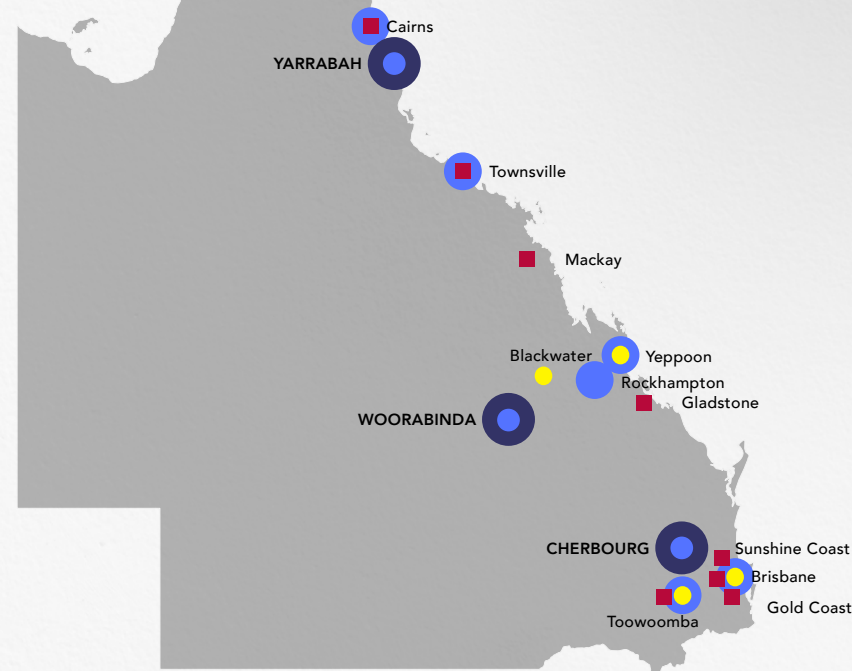
The Queensland Rugby Union (QRU) is the governing body for the Code of Rugby Union in Queensland. The QRU has 27 affiliated members and represents the interests of more than 250,000 participants at over 200 clubs and 450 schools which incorporate around 20,000 officials, administrators and volunteers across the state. The QRU is also responsible for the representative rugby pathways in Queensland with the professional Super Rugby team, the St. George Queensland Reds, at the pinnacle of that pathway.

We aspire to grow participation in Rugby and to protect and grow the game to ensure the future prosperity of the code in Queensland and to protect the interests of all of QRU's stakeholders.

QRU is a member of the Australian Rugby Union and works with our national governing body to promote and protect the future of our sport. QRU is governed by the Board of Directors which comprises seven directors elected by the QRU, one executive director appointed by the elected director and one director who is a player nominated by the Queensland members of the Rugby Union Players' Association Inc. The President of the QRU is Mr Jeff Miller, a former Wallaby and Queensland flanker. The Vice-Presidents are Mr Bill Ross and Mr Andrew Slack.

We have staff based across the state with touch-points from Cairns in the North to Gold Coast in the South and as far West as the Central Highlands region.

Queensland Rugby Union employs 63 staff members with 4.7% identifying as Aboriginal or Torres Strait Islander.



- Reds Generation Next Schools
- Future Indigenous Leaders Program Schools
- Future Indigenous Leaders Program Communities
- Queensland Rugby Regional Participation Officers



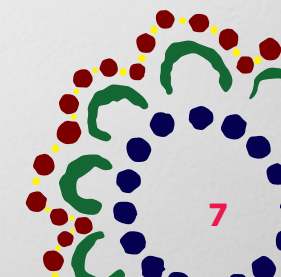
# GOVERNANCE

## QRU INDIGENOUS ADVISORY GROUP

| Name              | Organisation   | Role  |
|-------------------|--|---|
| Reg Tayler        | Queensland Rugby Union   | Head of Participation, Diversity & Education  |
| Melissa Lightburn | Queensland Rugby Union   | Indigenous Pathways Coordinator   |
| Selwyn Button     | Department of Education and Training                                   | Assistant Director General - State Schools, Indigenous Education  |
| Deeann Natividad  | YellowBridge QLD   | General Manager - Business Development  |
| Monique Bensted   | Rio Tinto  | Chief Advisor – Communications, Copper & Coal   |
| Paul Drahm        | Queensland Health  | Deputy Director - Aboriginal & Torres Strait Islander Health Unit, Community, Indigenous and Sub-acute Services |
| Dean Duncan       | Life Without Barriers  | National Manager, Aboriginal and Torres Strait Islander Initiatives   |
| Erica Evans       | Department of the Prime Minister and Cabinet                           | Advisor, Regional Services Delivery (South Queensland Region), Indigenous Affairs Group                         |
| Tanya Malthouse   | Department Aboriginal and Torres Strait Islander Partnerships (DATSIP) | Regional Director - SEQ North Region  |
| James William     | Department Aboriginal and Torres Strait Islander Partnerships (DATSIP) | Assistant Director - Industry Engagement, Economic Participation  |

## QRU RECONCILIATION ACTION PLAN WORKING GROUP

| Name                          | Organisation   | Role  |
|-------------------------------|--|---|
| Richard Barker (RAP Champion) | Queensland Rugby Union   | Chief Executive Officer   |
| Reg Tayler                    | Queensland Rugby Union   | Head of Participation, Diversity & Education  |
| Melissa Lightburn             | Queensland Rugby Union   | Indigenous Pathways Coordinator   |
| Joel Johnston                 | Multicultural Affairs Queensland                                 | Principal Program Officer   |
| Selwyn Button                 | Department of Education and Training                             | Assistant Director General - State Schools, Indigenous Education                          |
| Dean Duncan                   | Life Without Barriers  | National Manager, Aboriginal and Torres Strait Islander Initiatives                       |
| Lawrence Swann                | Department of Aboriginal and Torres Strait Islander Partnerships | Senior Director, Economic Participation - Employment, Procurement and Industry Engagement |
| Cass Goodwin                  | Australian Rugby Union   | Indigenous Rugby Manager  |









# OUR VISION FOR RECONCILIATION

The Queensland Rugby Union (QRU) recognises Aboriginal and Torres Strait Islander peoples as the First Australians and custodians of the land, and acknowledges the continuing relationship between Aboriginal and Torres Strait Islander peoples with traditional lands and waters.

QRU respects the continuing cultures, languages and heritage of Aboriginal and Torres Strait Islander peoples, and places importance on showing this respect.

QRU acknowledges the ongoing contribution of the Aboriginal and Torres Strait Islander rugby community to our sport and to the communities of Queensland.

QRU's Reconciliation Action Plan (RAP) commits our organisation to the actions required to increase our efforts and capability to support and engage Aboriginal and Torres Strait Islander players, coaches, referees, volunteers, their families and communities to participate in rugby and its associated programs at the same level as other Australians. It also recognises sports' role in assisting the general development

of individuals and the opportunities we can provide to support education, employment and leadership initiatives along with the participation opportunities we create.

Our RAP recognises the role that Queensland Rugby plays in our reconciliation journey.

This role requires us to better support, engage and partner with Aboriginal and Torres Strait Islander communities.

Our RAP outlines what we are doing to demonstrate and promote the key messages of reconciliation with an emphasis on:

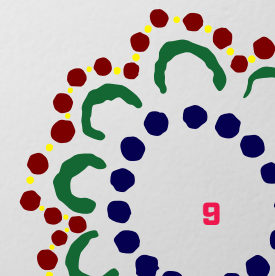
- Providing opportunities for Aboriginal and Torres Strait Islander young peoples through QRU Indigenous Programs targeting leadership, education and employment;
- Developing an increased two-way relationship and mutual respect with Aboriginal and Torres Strait Islander supporters and members of the community through increased community engagement.

This also requires the ongoing education and engagement of the Queensland Rugby community, to create inclusive rugby environments for all participants, at all levels of our game, from grassroots to high performance pathways.

Success of our first RAP will set in motion the steps and actions required to increase the amount of Aboriginal and Torres Strait Islander players progressing through Queensland's High Performance pathway.

QRU also seeks to increase Aboriginal and Torres Strait Islander representation across coaching, match officials and administration at the highest levels of our sport in Queensland.

The QRU Board, staff and players see our organisation as one which acknowledges and respects the values of Aboriginal and Torres Strait Islander peoples and their rich cultures and we will work to further enhance these ties with the community.





# INDIGENOUS PLAYERS



**Frank Ivory**

Queensland Cap No. 119  
Debut: 2/9/1893 v New South Wales



**Lloyd McDermott**

Queensland Cap No. 736  
Debut: 7/6/1961 v Fiji



**Barry Lea**

Queensland Cap No. 1048  
Debut: 3/3/1994 v Mar Del Plata



**Mark Gabey**

Queensland Cap No. 1061  
Debut: 28/5/1995 v England XV



**Shane Drahm**

Queensland Cap No. 1070  
Debut: 1/3/1997 v ACT Brumbies



**Wendall Sailor**

Queensland Cap No. 1135  
Debut: 26/10/2001 v NSW Waratahs

\* Individuals and/or past Queensland players with any supporting, new or extra information to add to the above list should contact QRU Archivist Conor Feehely at [conor.feehely@redsrugby.com.au](mailto:conor.feehely@redsrugby.com.au)





### Andrew Walker

Queensland Cap No. 1207  
Debut: 3/3/2007 v Johannesburg Lions



### Anthony Fainga'a

Queensland Cap No. 1223  
Debut: 14/2/2009 v Northern Transvaal Bulls



### Saia Fainga'a

Queensland Cap No. 1224  
Debut: 14/2/2009 v Northern Transvaal Bulls



### Will Chambers

Queensland Cap No. 1237  
Debut: 13/2/2010 v NSW Waratahs



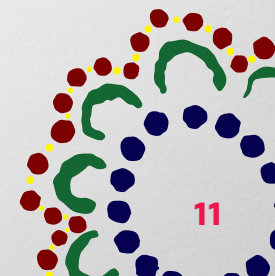
### Scott Gale

Queensland Cap No. 1272  
Debut: 5/7/2014 v Western Force



### Moses Sorovi

Queensland Cap No. 1316  
Debut: 8/4/2017 v Brumbies





# ICONIC MOMENTS

**1893**

- Frank Ivory debut for Queensland

**1994**

- Barry Lea debut for Queensland

**1997**

- Shane Drahm debut for Queensland

**2007**

- Andrew Walker debut for Queensland

**2010**

- Will Chambers debut for Queensland
- Establishment of Queensland Reds Indigenous Program

**1961**

- Lloyd McDermott debut for Queensland

**1995**

- Mark Gabey debut for Queensland

**2001**

- Wendell Sailor debut for Queensland

**2009**

- Anthony & Saia Fainga'a debut for Queensland

**2012**

- Inaugural St.George Queensland Reds Indigenous Round
- Establishment Learn Earn Legend! Program (now Reds Generation Next)



## 2013

- Launch of Future Indigenous Leaders Program
- Launch of St.George Rookies2Reds School Attendance Program

## 2015

- Employment of first Indigenous School-Based Trainee
- Establishment of first Queensland Reds Indigenous Program Scholarship

## 2017

- Queensland Reds Indigenous Program Ambassadors Established
- Launch of Reconciliation Action Plan
- Moses Sorovi debut for Queensland

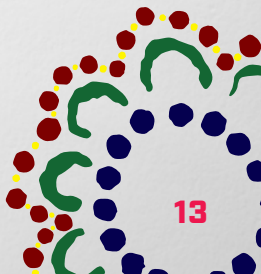
## 2014

- Inaugural Indigenous Business Breakfast
- Scott Gale debut for Queensland

## 2016

- First St.George Queensland Reds Indigenous Jersey designed by a program participant
- Queensland Reds Indigenous Program Alumni Established
- National Indigenous Youth 7s Champions - Boys and Girls

THE FUTURE IS BRIGHT FOR  
THE QUEENSLAND REDS  
INDIGENOUS PROGRAMS  
AND ALL OF IT'S PARTICIPANTS







## INDIGENOUS ROUND

First held in 2012, the Queensland Rugby Union became the first State Union in Australia to acknowledge and celebrate our Indigenous heritage and culture through a nominated match in the season.

The week long build up to the game is used to celebrate the contribution Indigenous Australians have made to Queensland and also recognise the achievements of the participants and communities involved in the Queensland Reds Indigenous Program.

In honour of Queensland's first Indigenous player, the Frank Ivory Medal is awarded to the St. George Queensland Reds Player of the Match.

### FRANK IVORY MEDAL WINNERS

2013 - **Jake Schatz**  
2014 - **Will Genia**  
2015 - **Will Genia**  
2016 - **Hendrik Tui**





# INDIGENOUS JERSEY

## 2012/13

The title of this artwork is “You Belong” which refers to our belief that we belong to the land and sea, as well as to each other as a community. It tells of a strong, cohesive Indigenous community that values its youth and their future by developing strong leaders ready to take on the challenges of tomorrow. In Indigenous culture everyone has a place and a role that is important to maintaining cultural traditions.

In the painting the circles represent communities in which people are sitting around their campsites telling stories and passing on ancient knowledge and wisdom. It is this storytelling by the elders and leaders that educates our younger people about the past.

The small brown dots show knowledge travelling across country, painting between communities, passing on the stories and knowledge of the elders. The yellow represents the sun shining across the land while the white around the circles shows spirituality and the community. All these ceremonial colours belong to different clan groups and how they are distinctive and yet linked together through culture.

Artist – Stephen Hogarth

## 2014/15

The artwork represents the coming together of communities from across Queensland and reflects the growth of the Queensland Reds Indigenous Program since the release of the first design.

Artist – Stephen Hogarth

## 2016

In July of this year, the St.George Queensland Reds unveiled their Indigenous Round jersey designed for the first time by a Queensland Reds Indigenous Program participant.

Phillip Yeatman who is a participant of Queensland Rugby Union’s ‘Reds Generation Next’ program, designed the jersey worn by players during the St.George Queensland Reds Indigenous Round match played during NAIDOC Week.

The artwork depicts a series of campsites and campfires with circles representing people sitting together in a ceremonial group and shows a story of a group or clan moving from one spot to the next as fire was a necessity for the original people of the land.

Artist – Phillip Yeatman (inspired by Zachary-Bennett-Brook)

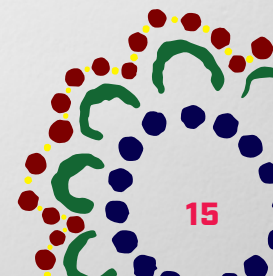
## 2017

Janita is from Cherbourg and is a proud Ewamian woman. This year Janita will commence Year 11 at Murgon State High School.

Janita was selected in the Queensland Reds Future Indigenous Leaders program in 2013 and transitioned into the Reds Generation Next Program at the beginning of 2017. Janita is also currently completing a school-based traineeship.

“I used Torres Strait, Aboriginal and Australian colours to represent all of us as we all come together as one...the 5 big circles means that we all gathering as family, the red circle represents the genes of us people, the reddish-brown dots on the outside means the earth we are standing on and the blue represents the sea”

Artist - Janita Langton









# QRU CURRENT INITIATIVES

## QUEENSLAND REDS INDIGENOUS PROGRAM (QRIP)

### WHY INDIGENOUS EDUCATION & EMPLOYMENT?

Queensland Rugby Union (QRU) as the governing body for the code in Queensland has a social responsibility to all of Queensland's communities. This responsibility extends to the engagement of and support to Queenslanders from all walks of life. This commitment has shaped QRU's Indigenous strategy and support for the Federal Government's "Close the Gap" agenda.

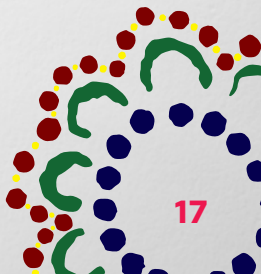
The reach of the St. George Queensland Reds brand, QRU's corporate notebook and staff infrastructure to support and assist Queensland's Indigenous population is one that we don't take for granted. These assets are now heavily leveraged to assist young Aboriginal and Torres Strait Islander peoples to gain an education, develop aspiration, follow their dreams and reach their true potential as a person and leader in their community.

Education and employment are critical elements for the development of pride, opportunity and viability for all communities. QRU aims to provide Aboriginal and Torres Strait Islander peoples

from remote, regional and urban communities with the support and pathways that are critical for achievement in these key focus areas.

It is widely recognised that poor school attendance leads to poor academic achievement and that Indigenous students are estimated to be up to 2 ½ years behind non-Indigenous students in subjects such as science, maths and literacy.

The Queensland Reds Indigenous Program (QRIP) highly incentivises school attendance and behaviour which in turn leads to increased learning and achievement levels. This increased learning ability allows for an enjoyable experience in the classroom that leads to better retention rates and employability upon Year 12 attainment.





## QUEENSLAND REDS INDIGENOUS PROGRAM STRATEGY

The Queensland Reds Indigenous Program (QRIP) was established in 2010. Initially delivered into the Mornington Island and Doomadgee communities, the program has continued to expand and at times has delivered state-wide to encompass the remote communities of Yarrabah, Woorabinda, Cherbourg, Lockhart River and Pormpuraaw as well as significant program delivery within our urban areas.

Closely aligned to the Closing the Gap commitment by the Federal Government to improve the lives of Indigenous Australians, in particular providing a better future for Aboriginal and Torres Strait Islander children, QRIP was developed with a charter 'to support and encourage young Indigenous Queenslanders to stay in school, seek employment and further training and as a result become a leader within their community'.

Using Queensland Rugby Union staff in program delivery and the St. George Queensland Reds players, brand and corporate notebook for inspiration, aspiration and to unlock opportunities, the QRIP is built on the values of:

**Leadership:** Fostering personal, cultural and educational leadership through a multi-faceted approach aligned with cultural kinship systems

**Teamwork:** Developing a 'whole of community' approach which demonstrates and highlights the key strengths of individuals and how those skills can support the collective group

**Commitment:** Demonstrate a commitment from all parties and stakeholders to ensure a concerted and sustained effort to support not only the success of the program; but also the success of the individual, as well as the combined group and/or community.

**With an identified focus on a 'crayon to career' program, the QRIP structure ensures we are delivering to the betterment of a generation of people. This is achieved through:**

### THE 3 PILLARS

*Growth and Sustainability*

*Community Engagement  
& Leadership*

*Education & Employment*



*PILLAR 1*

**Growth & Sustainability**

Reconciliation Action  
Plan

Indigenous Advisory  
Group

St.George Queensland  
Reds Indigenous Round

*PILLAR 2*

**Community Engagement  
& Leadership**

Community  
Development

Reds Future  
Indigenous  
Leaders

*PILLAR 3*

**Education  
& Employment**

Reds  
Generation Next

Employment  
Strategy

*AGES*

5

10 11

15

16

18





Miiku

Many people come

Apan

Iwayi

Tinta

maathuy

vi wi

chula

st.george

st.george



# COMMUNITY DEVELOPMENT PROGRAM

## ST.GEORGE ROOKIES2REDS SCHOOL ATTENDANCE PROGRAM

The St.George Rookies2Reds School Attendance Program, is delivered through QRU's network of Participation Officers. Originally an extracurricular pilot program the program is now delivered in curriculum time after feedback from school staff identified the effectiveness of the program to promote healthy and active lifestyles and the potential to increase student attendance.

Program delivery (linked to National PE Curriculum) during the school timetable offers a clear link and incentive for students to attend school, particularly given the popularity of the program incentive (e.g. Rookies2Reds pack) with students. The program delivered during curriculum time includes coaching and the presentation of a Rookies2Reds pack (backpack, ball, pump, poster, membership lanyard, sticker and cap) to students that achieve the attendance goal and meet behavioural expectations.

School principals and staff have acknowledged the excitement created by the St.George Rookies2Reds School Attendance Program for the 1500 students that take part annually.

## BREAKFAST CLUB

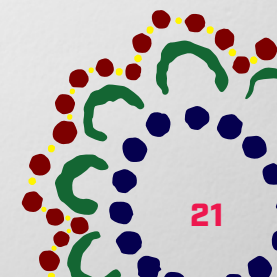
QRU delivers the Yarrabah State School Breakfast Club program to provide a weekly breakfast for the junior students at Yarrabah over a 7-week period in Term 4. The Yarrabah State School Breakfast Club program has, with the support of Coles, delivered improved educational and nutritional outcomes for students at Yarrabah State School since 2012. The program is delivered in Term Four, a time of traditional decline in attendance, and has seen an increase in attendance from an average of 50 attendees per breakfast club in 2012 to over 100 attendees per breakfast club today.

## DEADLY 7s

Deadly 7s is the Australian Rugby Union's (ARU) new national program aligning with the school curriculum. It is designed to provide the "first taste of rugby Union" for Aboriginal and Torres Strait Islander primary school boys and girls across Australia.

The program is focused on promoting the importance of attending school and obtaining a good quality education, living a healthy lifestyle, teamwork and connecting with traditional culture.

Deadly 7s can be delivered before, during or after school throughout each school term with Assistance from the ARU and the State Unions.





# QUEENSLAND REDS FUTURE INDIGENOUS LEADERS PROGRAM

## BACKGROUND

The Reds Future Indigenous Leaders Program (FILP) was developed throughout 2012 after the identification of a gap in the support of Aboriginal & Torres Strait Islander youth outside of our Community Development and Reds Generation Next programs. The program aims to provide mentoring, guidance and leadership development for Aboriginal & Torres Strait Islander youth in Years 6 to 10.

The program seeks to promote and reward the following key values:

- Leadership
- Teamwork
- Commitment
- Cultural Integrity and Responsibility
- Pride
- School Attendance
- School Achievement
- Community Involvement
- Positive Behaviour

The program was launched in May 2013, in partnership with Rio Tinto to the communities of Cherbourg and Woorabinda, with twenty (20) Year 6 and Year 7 students selected by their schools and communities to be part of the program. The students were selected based on academic potential, leadership potential and/or achievement despite adversity.





## QUEENSLAND REDS FUTURE INDIGENOUS LEADERS PROGRAM TODAY

Following the addition of the Yarrabah community to the program in 2014, today's program involves 85 students who have benefited from over 55,000 hours of mentoring with Queensland Rugby staff since the program began in 2013. Importantly, over 85% of this contact has been delivered face to face, either in the student's own community, at their school or as part of the Indigenous Leadership Camps.

The participants of the program are all individually tracked and monitored using CRM software. This allows for the development of an individual profile for each student as they progress through their schooling and their dreams and interests subsequently change with maturity. The student profile also documents the school attendance and school report card results of the participants.

This information is vitally important in understanding the role and influence the program has on the student's development and is reviewed at the end of every 6 months (school semester) to ensure the students are maintaining or improving their results.

Student's participation in the program includes:

- Face to face visits in their community from their Queensland Rugby Indigenous Pathways Coordinator
- Attendance to and involvement at the St. George Queensland Reds Indigenous Round match
- Attendance at the two 4-day Leadership Camps each year

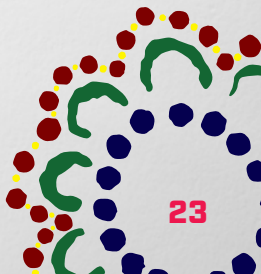
These students will continue to be part of the program and maintain the consistency of our support as they transition into High School, when they may be required to move away from community. This support will continue until they reach Year 11 where they will then transition into the Reds Generation Next program.

It is important that the program stays relevant not only to its participants but also to the communities it supports.

This feedback from key stakeholders is provided through the following channels:

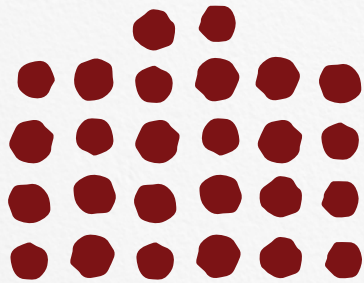
- Bi-monthly meetings of the FILP Steering Committee between Rio Tinto and QRU
- Quarterly meetings of the Community Reference Group in Cherbourg, Yarrabah and Woorabinda including Queensland Rugby, government, private sector and community representation
- Continued interactions with participant parents and carers.

The program has been and continues to be supported by Rio Tinto since its inception.





FUTURE INDIGENOUS LEADERS PROGRAM KEY OUTCOMES AT THE END OF 2016



**26 SCHOOLS**

**100%**

PRIMARY TO SECONDARY  
SCHOOL TRANSITION RATE

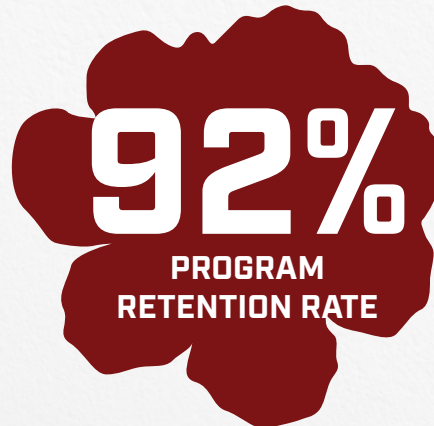


**85**  
PARTICIPANTS

**92%**  
**SCHOOL**  
**ATTENDANCE**

IN 2016, UP 6% FROM 2013

**6,280**  
**MENTOR**  
**TO PARTICIPANT**  
**CONTACTS**



**92%**  
PROGRAM  
RETENTION RATE

**55,655**  
**CONTACT HOURS**  
**INCLUDING**  
**LEADERSHIP CAMPS**



**3**  
COMMUNITIES  
(Cherbourg, Woorabinda,  
Yarrabah)











# REDS GENERATION NEXT PROGRAM

The Reds Generation Next Program (formerly Learn Earn Legend!) was first established in partnership with the Australian Government in 2012. The initial program included 40 participants across 10 schools in the Greater Brisbane region.

Working with Year 11 and Year 12 participants, the program aims to address the following Close the Gap targets:

- to halve the gap in reading, writing and numeracy achievements for Indigenous children within a decade
- to halve the gap for Indigenous students in Year 12 equivalent attainment by 2020
- to halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade

Reds Generation Next (RGN) works with students through the later stages of high school focusing on improving school attendance and retention rates as well as Year 12 or equivalent attainment. The program also centres on building aspiration and transition opportunities by continuing to mentor and support students in their preferred pathway for their first year post school graduation.

Using our corporate notebook of over 300 businesses, education and training institutions, the program aims to closely align and provide opportunities for the participants to achieve their dreams.

Today's program has expanded from the initial Brisbane region delivery to encompass 13 schools across Central and South Queensland, aligning with the programming of the wider Queensland Reds Indigenous Program.

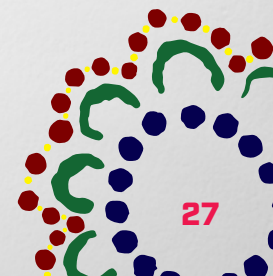
Since 2012, over 260 participants have been part of the program and benefitted from the mentoring provided by our specialist staff.

Through the relationships built and the opportunities provided by the program, RGN has delivered the following outcomes since its inception: -

- 99% Year 12 graduation
- 92% successful transition to employment or further education

These figures reflect the program's exceptional outcomes when compared to Education Queensland's 2016 Next Step Report finding that 71.4% of 2015 Indigenous Year 12 graduates had transitioned into further education or commenced employment.

This initiative is supported by the Australian and Queensland Governments.





# QUEENSLAND REDS INDIGENOUS PROGRAM SCHOLARSHIP

The Queensland Reds Indigenous Program Scholarship supports our commitment to a brighter future for young Aboriginal and Torres Strait Islander Queenslanders.

The scholarship focuses on providing a world-class education and career opportunities while developing the core values of Leadership, Teamwork, Commitment, Pride, Culture and Community in our leaders of tomorrow.

The scholarships are awarded to participants of the Reds Future Indigenous Leaders Program who demonstrate continued high achievement and an interest and commitment to attend boarding school.

The scholarships are financially supported by the Queensland Rugby Union, through the fundraising strategy and events of the Reds Foundation.

In 2015, Queensland Rugby committed to the financial contribution of their first scholarship recipient, a commitment that continues to support a number of students today.





# EMPLOYMENT STRATEGY

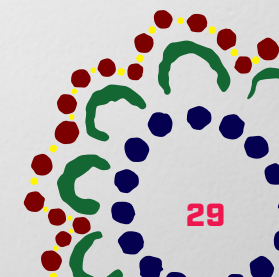
Originally a strategy to support organisations that delivered employment programs for Indigenous people.

The Employment Strategy now focuses on ways the QRU can increase Aboriginal & Torres Strait Islander employment and opportunity as an organisation.

Some of these initiatives include:

- The annual employment of an Indigenous School-based Trainee
- Employment of Reds Generation Next participants in our cohort of St. George Rookies2Reds Casual Coaches
- Coordination of Reds Generation Next participants to conduct work experience and internships with Queensland Rugby and our various partner organisations

The development of an Indigenous Employment Strategy as part of our RAP will further underline the QRU's commitment to Indigenous employment.









# REDS FOUNDATION

**“We help the leaders lead, the doers do, and the dreamers dream. Together, hard work, dedication, and perseverance can make ordinary people extraordinary.”**

Through Rugby we connect diverse communities and create a level playing field for everyone. We nurture the extraordinary every day. We create pathways for young Queenslanders to become champions both on and off the field.

All donations are administered by the Australian Sports Foundation (ASF) for the purposes of Reds Foundation. Funds are granted to Queensland Rugby Union (QRU) by the ASF under a strict acquittal process to ensure the funds are used for the purposes identified at the time of donation. Donations of \$2 or more are tax deductible under the ASF guidelines.

As part of QRU's 2016-2020 Strategic Plan a dedicated workforce will continue to ensure the delivery of all Reds Foundation initiatives.



## OUR 3 FOUNDATION PILLARS

### CULTURE

To support and encourage young Queenslanders from challenging communities to stay in school, seek employment and further training and as a result become a leader within their community.



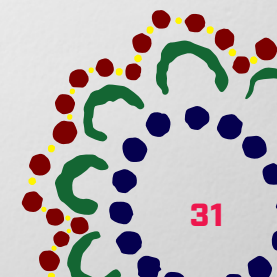
### GENDER

To provide women in Rugby with the support and pathways to advance their personal, professional and sporting careers.



### ALL ABILITIES

To provide children who experience learning, perceptual and physical difficulties the opportunity to play Rugby.







## RELATIONSHIPS

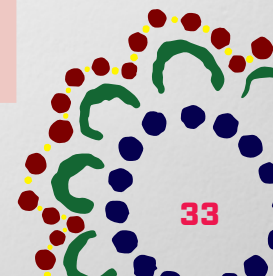
*Queensland Rugby Union will continue to build strong, meaningful and sustainable relationships with Aboriginal & Torres Strait Islander Peoples, communities and organisations as well as the broader Australian community.*

*We believe that fostering these relationships is the connection to a better understanding and awareness of our First Peoples and their culture and essential to our journey for reconciliation.*



# RELATIONSHIPS

| ACTION   | RESPONSIBILITY   | TIMELINE  | TARGET  |
|--|--|---|---|
| <b>1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting</b>   | RAP Champion<br>Head of Participation, Diversity & Education   | By May 2016   | RWG oversees the development, endorsement and launch of the RAP   |
|  | Head of Participation, Diversity & Education   | By May 2016   | Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG   |
|  | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                      | By May 2016   | Establish Terms of Reference for the RWG  |
|  | Head of Participation, Diversity & Education   | By May 2016   | Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence  |
|  | Head of Participation, Diversity & Education   | By May 2016   | Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance  |
|  | Head of Participation, Diversity & Education   | By May 2016   | Ensure QRU Senior Management is represented on RWG  |
|  | RAP Champion<br>Head of Participation, Diversity & Education   | By August 2017<br>February and August 2018<br>February 2019 | Meet two times per year to monitor and report on RAP implementation   |
| <b>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians</b> | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                      |   | Organise at least one internal event for NRW each year  |
|  | Head of Participation, Diversity & Education<br>RWG  | 27th May - 3rd June, annually                               | <ul style="list-style-type: none"> <li>Register our NRW event via Reconciliation Australia's NRW website</li> <li>Support an external NRW event</li> <li>Ensure our Working Group participates in an external event to recognise and celebrate NRW</li> <li>Encourage staff to participate in external events to recognise and celebrate NRW</li> </ul> |
|  | Head of Participation, Diversity & Education   |   |   |
|  | Head of Participation, Diversity & Education   |   |   |
| <b>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes</b>                                      | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                      | By May 2017   | Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders  |
|  | Archivist  | By June 2017  | Establish a network of current & former Aboriginal & Torres Strait Islander players officially recognising their contribution to the game   |
|  | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                      | By December 2017, 2018                                      | Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement   |
|  | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                      | By December 2017, 2018                                      | Develop and maintain relationships with relevant government and community organisations including relevant Australian and Queensland Government Departments   |
|  | Head of Participation, Diversity & Education<br>General Manager of Communications<br>Indigenous Pathways Coordinator | By December 2017, 2018                                      | Maintain relationships with Aboriginal & Torres Strait Islander media providers   |





# RELATIONSHIPS

|  |  |                        |  |
|--|--|------------------------|--|
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector           | RAP Champion<br>Head of Participation, Diversity & Education                                   | By February 2017       | Seek approval of RAP from Reconciliation Australia & QRU Board                                     |
|  | General Manager of Communications  | By May 2017            | Implement and review a strategy to communicate our RAP to all internal and external stakeholders   |
|  | Head of Participation, Diversity & Education   | By May 2017            | Our senior leaders are engaged in the delivery of RAP outcomes                                     |
|  | Head of Participation, Diversity & Education<br>General Manager of Communications              | By May 2017            | Coordinate launch of RAP   |
|  | Human Resources  | By June 2017           | Provide all new staff with a copy of the RAP as part of the induction process                      |
| 5. Include other unique relationships actions and targets related to your core business and vision for reconciliation. | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                | By December 2017, 2018 | Promote reconciliation through ongoing active engagement with all stakeholders                     |
|  | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                | By December 2017, 2018 | Explore opportunities to support the Recognise campaign  |
|  | Head of Participation, Diversity & Education<br>Head of Rugby Services<br>Pathways Coordinator | By December 2017, 2018 | Maintain up to date records on Indigenous participant percentage at grass roots and pathways level |









## **RESPECT**

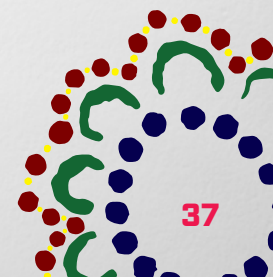
*The Queensland Rugby Union will continue to build capacity, understanding and awareness of Australia's First Peoples culture, heritage and tradition both as an organisation and through the rugby community.*

*It is these learnings and understanding along with a commitment to embrace and celebrate Indigenous culture, that will demonstrate our commitment of respect.*



# RESPECT

| ACTION   | RESPONSIBILITY   | TIMELINE                             | TARGET   |
|--|--|--------------------------------------|--|
| <b>1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</b>                                   | Head of Participation, Diversity & Education<br>RAP Champion<br>Human Resources<br>Indigenous Pathways Coordinator                   | By December 2017                     | 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) |
|  | Head of Participation, Diversity & Education   | By December 2017                     | Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training  |
|  |  | By December 2018                     |  |
|  | Head of Participation, Diversity & Education<br>RAP Champion   | By December 2017                     | Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training   |
|  |  | By December 2018                     |  |
|  | Head of Participation, Diversity & Education<br>RAP Champion<br>Human Resources<br>Indigenous Pathways Coordinator                   | By December 2017                     | Identify cultural learning requirements specific to our staff's training needs   |
|  |  | By December 2018                     |  |
| <b>2. 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</b> | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator  | By December 2017<br>By December 2018 | Investigate local cultural experiences and immersion opportunities for Executive & Board   |
|  | General Manager of Communications<br>Head of Operations & Major Events<br>Head of Participation, Diversity & Education               | By June 2017                         | Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country  |
|  | Head of Operations & Major Events<br>General Manager of Communications   | By June 2017                         | All staff and senior leadership to provide an Acknowledgement of Country at all public events  |
|  | Head of Participation, Diversity & Education   | By July 2017                         | Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country   |
|  | Head of Participation, Diversity & Education<br>General Manager of Communications<br>Head of Operations & Major Events               | By December 2017                     | Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships   |
|  | Head of Operations & Major Events  | By December 2017                     | Invite a Traditional Owner to provide a Welcome to Country at least one significant event  |
|  | Head of Participation, Diversity & Education<br>Head of Rugby Services   | By December 2017                     | QRU Members to include Acknowledgement of Country at the commencement of important events and meetings   |
|  | Head of Participation, Diversity & Education<br>General Manager of Communications<br>Head of Operations & Major Events<br>IT Manager | By December 2017                     | Include an Acknowledgement of Country in all QRU staff email signatures  |





# RESPECT

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

|   |                    |   |
|---|--------------------|---|
| Human Resources<br>Executive Management<br>RAP Champion           | By July 2017, 2018 | Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week   |
| Senior Management<br>Human Resources                              | By July 2017, 2018 | Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week |
| Senior Management<br>Human Resources                              | By July 2017, 2018 | Provide opportunities for all staff to participate in NAIDOC Week activities  |
| RAP Working Group   | By July 2017, 2018 | Support an external NAIDOC Week community event   |
| Senior Management<br>Head of Participation, Diversity & Education | By July 2017, 2018 | Senior staff to acknowledge NAIDOC week and its importance  |

## 4. Include other unique actions related to your core business and vision for reconciliation.

|  |                        |   |
|--|------------------------|---|
| Social Media Coordinator<br>Executive Management<br>Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinators | By December 2017, 2018 | Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance including but not limited to; Reconciliation Week, NAIDOC Week, Close The Gap Day and National Sorry Day.   |
| Executive Management<br>Head of Participation, Diversity & Education<br>Head of Operations & Major Events                            | By August 2017, 2018   | Hosting of one dedicated Indigenous Round as part of the Super Rugby season   |
| Head of Participation, Diversity & Education<br>Head of Rugby Services   | By December 2017, 2018 | Encourage & support rugby clubs to acknowledge significant dates and events for Aboriginal & Torres Strait Islander Peoples eg. Hosting of their own Indigenous Round. Acknowledgements through social media and club communication processes |









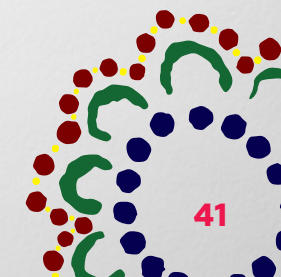
## **OPPORTUNITIES**

*By using the state-wide reach of the Queensland Rugby Union's organisational and staff infrastructure, our corporate & government partnerships and the profile of the St. George Queensland Reds and its players, the Queensland Rugby Union is committed to fostering and enhancing positive futures for Aboriginal & Torres Strait Islander people, particularly through the delivery of our education and employment focused Queensland Reds Indigenous Program.*



# OPPORTUNITIES

| ACTION  | RESPONSIBILITY  | TIMELINE               | TARGET  |
|---|---|------------------------|---|
| 1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | Human Resources   | By May 2017            | Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities  |
|   | Human Resources<br>Head of Participation, Diversity & Education                         | By May 2017            | 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         |
|   | Human Resources   | By May 2017            | Include in all job advertisements, 'Aboriginal and Torres Strait Islander Peoples are encouraged to apply'  |
|   | Human Resources<br>Executive Management<br>Head of Participation, Diversity & Education | By December 2017       | Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy  |
|   | Human Resources<br>Head of Participation, Diversity & Education                         | By December 2017       | Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development  |
|   | Human Resources<br>Head of Participation, Diversity & Education                         | By December 2017       | Engage with external Aboriginal and Torres Strait Islander Peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development           |
|   | Human Resources   | By December 2017, 2018 | Advertise all vacancies in Aboriginal and Torres Strait Islander media  |
|   | Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator         | By December 2017, 2018 | Continued delivery of the school-to-work transition program - Reds Generation Next to 100 students annually   |
| 2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation        | Procurement Officer   | By December 2017       | Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services                            |
|   | Procurement Officer   | By December 2017       | Investigate Supply Nation membership  |
|   | Procurement Officer   | By December 2017       | Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy   |
|   | Procurement Officer   | By December 2017       | Promote procurement opportunities to Aboriginal & Torres Strait Islander businesses   |
|   | Procurement Officer   | By December 2017       | Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services  |
|   | Procurement Officer<br>Head of Business Development                                     | By December 2017       | Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business   |
|   | Procurement Officer<br>Head of Business Development<br>Executive Management             | By December 2017       | QRU will support and promote the use of the Black Business Finder to corporate partners to procure goods and services from Aboriginal and Torres Strait Islander businesses, wherever practicable |





# OPPORTUNITIES

## 1. Include other unique opportunities actions related to your core business and vision for reconciliation.

|   |  |  |
|---|--|--|
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinators                                | By May 2017  | Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships) & work experience   |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                 | By May 2017  | Support education scholarships for Aboriginal and Torres Strait Islander students  |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                 | By September 2017 & September 2018                                       | Host a Careers Expo for Year 11 & Year 12 Aboriginal & Torres Strait Islander students annually  |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                 | By July 2017, 2018 & December 2017, 2018<br>By July 2018 & December 2018 | Develop Aboriginal & Torres Strait Islander youth leadership through the hosting of Indigenous leadership camps  |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinators                                | By December 2017   | Develop an Aboriginal and Torres Strait Islander professional mentoring network  |
| Head of Participation, Diversity & Education<br>Head of Business Development                                    | By December 2017, 2018   | Identify commercial partners with a shared vision to work on opportunities to develop and deliver social outcome based programmes for Aboriginal & Torres Strait Islander peoples                              |
| Head of Participation, Diversity & Education<br>Pathways Coordinator  | By December 2017, 2018   | Support the Australian Rugby Union & Lloyd McDermott Rugby Development Team to deliver national strategies, programs and events which increase engagement with Aboriginal & Torres Strait Islander communities |
| Head of Participation, Diversity & Education<br>Head of Business Development<br>Indigenous Pathways Coordinator | By December 2017, 2018   | Drive investment into Queensland Rugby Aboriginal & Torres Strait Islander Programs and events through government bodies, corporate partners, Reds Foundation and the Australian Rugby Foundation              |
| Head of Participation, Diversity & Education<br>Head of Business Development<br>Executive Management            | By December 2017, 2018   | Promote the Reds Foundation as a tax deductible way for corporate partners to support the Queensland Reds Indigenous Programs  |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                 | By December 2017, 2018   | Support Aboriginal and Torres Strait Islander leadership through the delivery of Future Indigenous Leaders Program to 60 students annually   |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator<br>Reds Team Manager            | By December 2017, 2018   | Use Ambassadors, players & participants to support our objectives & inspire the next generation  |
| Head of Participation, Diversity & Education<br>Indigenous Pathways Coordinator                                 | By December 2017, 2018   | Support education outcomes through the continuous delivery of school attendance incentivised programs and breakfast clubs to targeted communities - 800 students annually                                      |





SportsMED

Rio Tinto





# TRACKING & PROGRESS



# TRACKING & PROGRESS

| ACTION  | RESPONSIBILITY  | TIMELINE          | TARGET   |
|---|---|-------------------|--|
| <b>1. Report RAP achievements, challenges and learnings to Reconciliation Australia</b> | RAP Champion<br>RAP Working Group<br>Head of Participation, Diversity & Education | By September 2018 | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually  |
|   | RAP Champion<br>RAP Working Group<br>Head of Participation, Diversity & Education | By August 2017    | Develop and implement systems and capability needs to track, measure and report on RAP activities. |
|   | RAP Champion<br>RAP Working Group<br>Head of Participation, Diversity & Education | By May 2018       | Investigate participating in the RAP Barometer   |
|   | RAP Champion<br>RAP Working Group<br>Head of Participation, Diversity & Education | By December 2018  | Investigate opportunities to measure the impact of RAP activities                                  |
| <b>2. Report RAP achievements, challenges and learnings internally and externally</b>   | General Manager of Communications   | By May 2018, 2019 | Publically report our RAP achievements, challenges and learnings                                   |
| <b>3. Review, refresh and update RAP</b>  | Head of Participation, Diversity & Education<br>RAP Working Group                 | By February 2019  | Review, refresh and update RAP based on learnings, challenges and achievements                     |
|   | Head of Participation, Diversity & Education<br>RAP Working Group                 | By February 2019  | Send draft RAP to Reconciliation Australia for formal feedback and endorsement                     |
| <b>4. Include other actions related to tracking progress and reporting.</b>             |   |                   |  |

