



RECONCILIATION
ACTION PLAN

INNOVATE



SPORTSREADY
EDUCATION & EMPLOYMENT

Innovate Reconciliation Action Plan

July 2023 - July 2025

ACKNOWLEDGEMENT OF COUNTRY

We respectfully acknowledge Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy.

We acknowledge those of the past, the ancestors whose strength has nurtured this land and its people, and who have passed on their wisdom. We acknowledge those of the present for their leadership and ongoing effort to protect and promote Aboriginal and Torres Strait Islander peoples and cultures. We acknowledge those of the future, not yet born, who will inherit the legacy of our efforts.

We recognise it is our collective efforts and responsibility to ensure equality, recognition and advancement of First Nations peoples across the nation in all aspects of society and everyday life.



Our RAP Artwork

Mali Isabel is a proud Arabana and Kokatha artist, living and practising on Kurna land (Adelaide), Australia.

“The artwork *‘Fly with your own two wings’* is about a journey of a person and a company coming together as one for a positive, developmental, growth experience. There are two sets of footprints that join together making their path one and when their time is up, the footprints turn into an eagle and flies away with its own two wings.”

“The artwork includes multiple meeting places with people gathered and watering holes to show how much land the business covers over Australia. I wanted to recognise how large the company community is and how they support such diverse clients from all over. The artwork is about AFL SportsReady preparing and setting up their client with success. And when it’s time, the client will fly away with the wings AFL SportsReady have helped them grow.”

Our First Nations Suppliers

We would like to acknowledge the First Nations businesses that contributed to bringing this document to life: Mali Isabel, Ochre Dawn Creative and Print Junction.

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A MESSAGE FROM RECONCILIATION AUSTRALIA



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. AFL SportsReady 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 AFL SportsReady will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to AFL SportsReady 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 AFL SportsReady 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, AFL SportsReady will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A MESSAGE FROM THE BOARD



On behalf of the AFL SportsReady Board, I am proud to present AFL SportsReady's second Reconciliation Action Plan (RAP).

In our second RAP we outline our commitments and actions for the next two years to gain a deeper understanding of how we can use our position and influence to advance reconciliation.

As a company we are committed to transforming lives through employment, education and care. We know that First Nations peoples are the Traditional Custodians of leadership, education and skills on this land. And we acknowledge that we as a society still have so much to learn from Aboriginal and Torres Strait Islander peoples, particularly about ways of teaching and learning.

As a business ally that works closely with First Nations peoples, AFL SportsReady has developed a RAP that demonstrates its commitment to reconciliation by amplifying Aboriginal and Torres Strait Islander voices in the design, development and delivery of programs and services to support inclusiveness.

We understand that reconciliation cannot be achieved if we do not achieve equality in education and employment outcomes for Aboriginal and Torres Strait Islander peoples.

As Chair of AFL SportsReady, I value the diverse range of perspectives and voices we have at our Board table to guide important decisions on the organisation. I am proud to say our Board has continued to have First Nations representatives and today we have three First Nations Directors who are guiding us.

At a Board level we will continue to actively seek out and value First Nations perspectives in all the decisions we make as a Board.

I would like to thank all members of the Reconciliation Action Plan Working Group who guided the development of this plan to push our organisation further to contribute a greater impact to the reconciliation movement.

It is with great pleasure that I recommend AFL SportsReady's Reconciliation Action Plan 2023-25.

Steve Drummy
Chair
AFL SportsReady

A MESSAGE FROM THE CEO & RAP CHAMPION



Through our Reconciliation Action Plan (RAP), we affirm our commitment to growing our internal cultural capabilities and to evolve the role we play to be an ally and a partner that empowers First Nations peoples and organisations to achieve meaningful employment and education outcomes.

For over twenty years, we have been working with First Nations peoples to develop meaningful career pathways. At AFL SportsReady, we believe that people's lives can be transformed through employment, education and care.

The evolution of that commitment was best captured in 2015 when we launched our first RAP, which continued our long-term goal to build respectful relationships, learn from and about cultures and create meaningful opportunities for First Nations peoples.

Since then, we have continued to work alongside First Nations peoples and focused on maintaining strong relationships with community. We've worked to celebrate First Nations trainees through gatherings, graduations, and promotion of the many success stories and achievements of trainees, students, staff and cadets.

Now, as the nation engages in important discussions about First Nations self-determination through the Uluru Statement from the Heart and the need for a First Nations Voice to Parliament, AFL SportsReady has reflected on the ways that we do business to support First Nations peoples to achieve the self-determination that they seek within our own industry.

More than ever, as an organisation, we need to ensure that the voices of First Nations peoples are valued, respected and heard. As CEO of AFL SportsReady, I would like to say we as an organisation, proudly support the Uluru Statement from the Heart and we are optimistic that this process will lead to greater economic, employment and educational outcomes for First Nations peoples.

I would like to extend my gratitude to our RAP Working Group for their tireless efforts to engage in meaningful discussions and reflections to create our second RAP.

As CEO of AFL SportsReady, I am proud to share our second RAP which is another step in our reconciliation journey and one that I hope you will all walk with us.

James Montgomery
Chief Executive Officer & RAP Champion
AFL SportsReady

OUR BOARD

The AFL SportsReady Board comprises of dedicated leaders committed to the organisation's vision of transforming lives through education, employment, and care. Their invaluable contributions have played a pivotal role in guiding the development of our second RAP, to further contribute to the reconciliation movement. We are also extremely proud to have three First Nations Directors on our Board.



Steve Drummy (Board Chair)



Simone Wilkie, AO (Deputy Chair)



James Montgomery (CEO)



Ben Smith (Director)



Colin Pidd (Director)



Duean White (Director)
Biripi



Josh Cubillo (Director)
Larrakia and Wadjigam



Madeline Penny (Director)



Melissa Azzopardi (Director)



Rod Jackson (Director)
*Palawa/Cherbourg Elder
Respected Person*



Sandra Sweeney (Director)

OUR BUSINESS

We believe people's lives can be transformed through employment, education and care.

AFL SportsReady is a not-for-profit organisation dedicated to supporting young people to develop meaningful careers through traineeships, cadetships, employment and educational opportunities.

At AFL SportsReady, we offer a variety of employment pathways to support young people to achieve their career goals and realise their full potential. Our organisation prides itself on developing opportunities to create long-term impacts in people's lives and support them to kick start their careers by earning while they learn.

Our First Nations Program, Warumilang provides targeted recruitment and mentoring for First Nations young people. With First Nations Mentors providing support in every state and territory, their role is to ensure First Nations trainees are well supported as they embark on a whole new experience.

At the core of our business, AFL SportsReady is passionate about opening doors to employment and helping people to uncover their career aspirations while getting a foot in the door to the workforce.

Nationally we have a staff of 70 people, of which 10 percent identify as Aboriginal and/or Torres Strait Islander peoples. As a national organisation, AFL SportsReady has offices in Queensland, New South Wales, Victoria, Tasmania, South Australia and Western Australia. Our six offices give us reach to support all states and territories. With our national reach, AFL SportsReady is able to create influence around the country through partnerships and connections with our employees, our participants and their families, schools and our host organisations.

COMPANY VALUES

AFL SportsReady has six key values which form the foundation of our strategic approach and how we deliver services:

1. **Respect** – We listen to and learn from others and treat people well.
2. **Excellence** – We strive for excellence in all that we do.
3. **Pride** – We have pride in what we do and where we work.
4. **Ethics** – We are ethical in our decision-making and our behaviour.
5. **Accountability** – We do what we say we will do.
6. **Team** – We work together and support each other.

Under our AFL SportsReady Strategic Plan 2022-2025, there are four key focus areas/strategic objectives:

1. **Growth, Engagement and Advocacy** – We will strengthen our relationships with industry and Government to grow future opportunities.
2. **Quality Delivery** – We will deliver exceptional and caring services.
3. **Performance and Productivity** – We will operate effectively and efficiently to create more value for our participants and partners.
4. **People** – We will create a highly engaged workforce culture to empower and harness the potential of our people.

The RAP is aligned with the values we hold close and it is connected to our strategic objectives, to help achieve the goals of the RAP. This connection directly ties our vision, values and company goals to Reconciliation, and will help to drive decisions that impact from all levels within AFL SportsReady.



OUR INNOVATE RECONCILIATION ACTION PLAN

AFL SportsReady acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and acknowledges that there is considerable work to be done across the nation to create an equitable and inclusive Australia.

The AFL SportsReady Reconciliation Action Plan 2023–2025 ('The RAP') provides an opportunity for AFL SportsReady to strengthen and expand its commitment to ensuring the best possible outcomes for Aboriginal and Torres Strait Islander staff, trainees, cadets, and our business partners.

We are committed to contributing to closing the gap within First Nations employment and education to enable stronger relationships within the communities we live and operate in.

As an employment and training provider we have proudly supported 2,600+ First Nations trainees nationwide since 2000. Our efforts are directly contributing to the National Agreement on Closing the Gap's Target 7 *'By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15–24 years) who are in employment, education or training to 67 per cent.'*

In just a few months after the launch of this RAP, a historic referendum will be held in this term of Parliament to enshrine an Aboriginal and Torres Strait Islander Voice in the Australian Constitution. A First Nations Voice to Parliament encompasses three key principals which have been outlined in the Uluru Statement from the Heart: Voice, Makarrata and Truth. These principles are what Aboriginal and Torres Strait Islander peoples identify as necessities to repair and move forward as a united nation.

We are striving to understand racism and its impacts, to create conscious efforts and deliberate efforts to provide equal opportunities on both an individual and systemic level. We are working to unpack unconscious bias and how to support brave conversations and inclusive behaviours.

As an ally, our senior members have also actively participated in industry and government round table forums related to First Nations employment and training. As a leading national provider for First Nations employment and training, we use our experience working with First Nations peoples and industry to champion for culturally safe workplaces and support mechanisms to help achieve successful outcomes.

The RAP is another step further on our reconciliation journey and provides us with the framework to turn these principles and our commitments into real action, that will have lasting impacts.

To champion our RAP, our CEO James Montgomery takes pride in leading the organisation on its reconciliation journey with the support and guidance from AFL SportsReady's First Nations peoples and RAP Working Group.

Our continued commitment to reconciliation is demonstrated through our development of our second RAP and continued drive to grow as an organisation in our capability to go above and beyond for First Nations peoples. In 2015-17, AFL SportsReady undertook its first RAP and saw great commitment across the organisation.

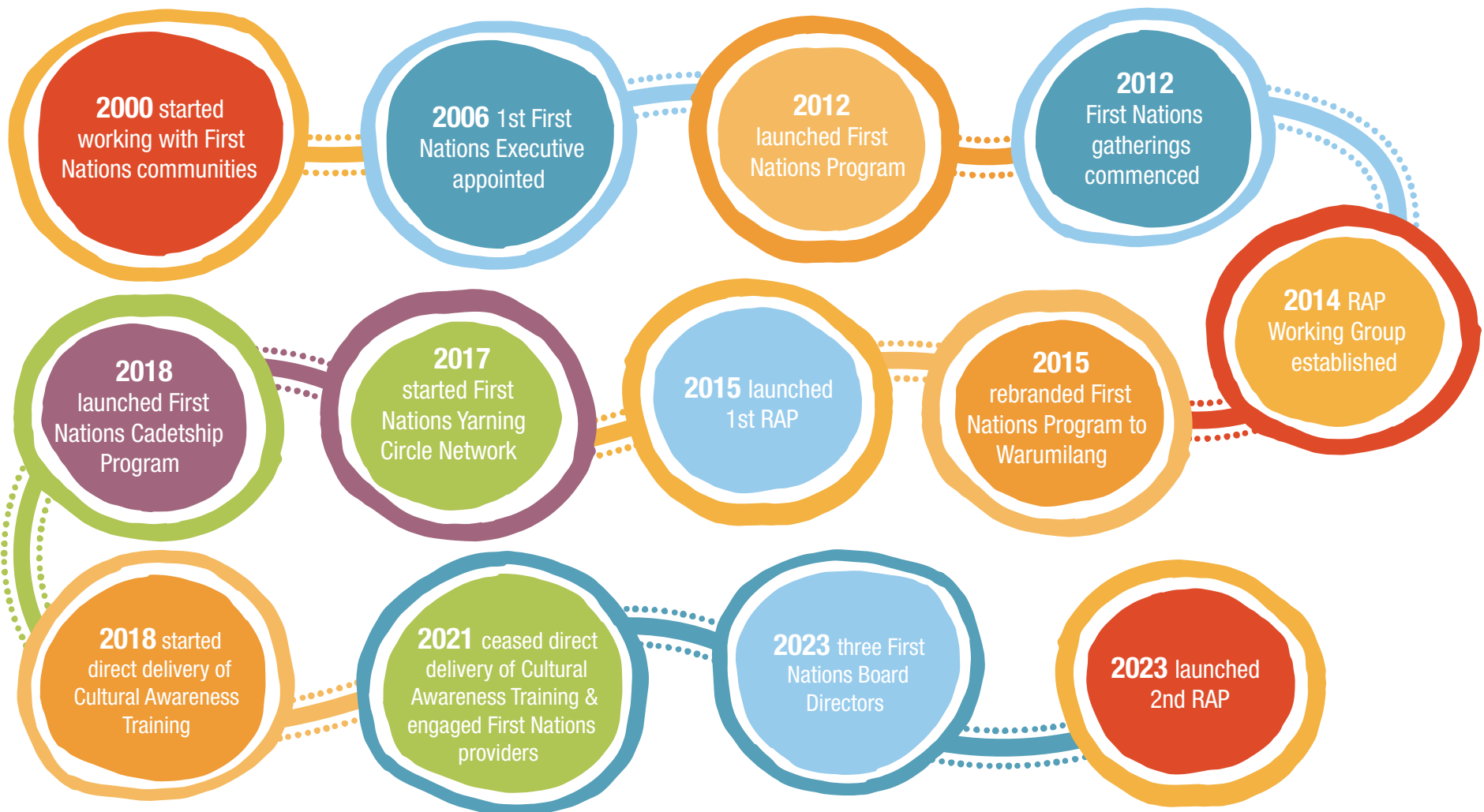
Since our last RAP, we have continued to work alongside First Nations peoples and focused on maintaining strong relationships with community. We've worked to celebrate First Nations trainees through gatherings, a state level initiative to support connection, culture and the achievements of trainees. In 2020, the delivery of gatherings adapted to a virtual mode to support ongoing connection and while this has been a great tool, AFL SportsReady is eager to deliver gatherings face-to-face for Warumilang participants.

Our organisation learned that to exceed our goals for reconciliation, we must be more stringent with our measurement and monitoring of progress towards our goals. It not only supports us to drive reconciliation outcomes but it enables us to celebrate the great progress and success of our people who work consistently to learn about First Nations peoples, histories and cultures, and embed First Nations perspectives into what we do.

OUR RECONCILIATION JOURNEY

Our second Reconciliation Action Plan reflects AFL SportsReady's journey in reconciliation. We've achieved some significant milestones, developed relationships and faced many challenges.

We take this moment to reflect on where we are today as an organisation and understand there is more work to do to achieve our vision for reconciliation.



ACHIEVEMENTS, REFLECTIONS AND LESSONS LEARNED

Achievements

Through our previous RAP, we formally consolidated our thinking on our sphere of influence and ability to contribute to the reconciliation movement. Where we saw success in our first RAP is through our direct services to enable employment and education opportunities for Aboriginal and Torres Strait Islander peoples.

We saw great success in the delivery of Traineeships; School-Based Traineeships; Cadetships and employment outcomes in a range of industries throughout Australia. We are proud to say that our work has resulted in more than 2,600 employment and education outcomes for First Nations peoples.

We know that underpinning this success is a strong foundation of cultural mentoring and pastoral care that provides guidance and coaching for First Nations peoples to thrive in their employment opportunities.

We recognise our years of experience has generated a positive network of key industry employers across Australia and it is this position that enables AFL SportsReady to use its influence to open up conversations about First Nations issues and ultimately open up new employment opportunities for First Nations peoples.

We know that these achievements are not in isolation but are generated through the creation of an ecosystem of community; employer and the support of AFL SportsReady. It is this network which creates the safe and supportive environment that has enabled First Nations peoples to take up the challenge and succeed.

Reflections

One of the key reflections we have learnt as a company is to understand what role we can play to create the most meaningful impact for First Nations peoples. As a non-Indigenous not-for-profit organisation, we are conscious of not getting in the way of First Nations providers to seek and generate their own opportunities. Rather, how do we position ourselves to stand behind First Nations providers so they can create the opportunity for themselves.

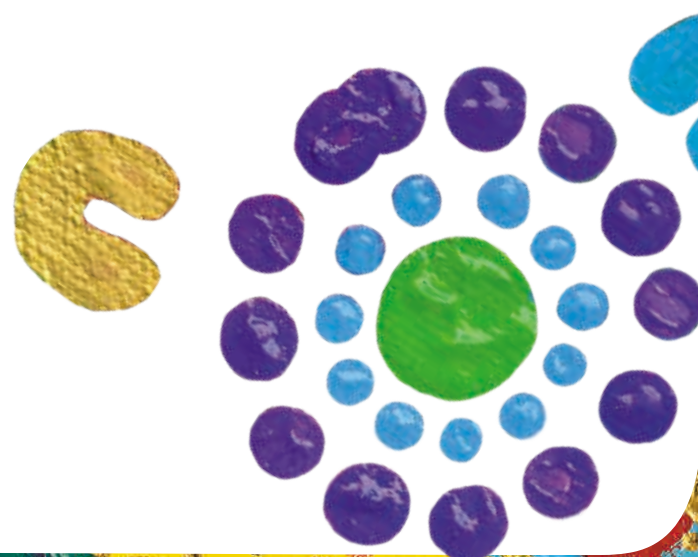
An example of this is with the direct delivery of Cultural Awareness Training. Upon examining and understanding our role as an ally, we have discontinued delivering Cultural Awareness Training as a non-Indigenous organisation. We now have partnerships in place across the nation with Aboriginal and Torres Strait Islander Cultural Awareness Training providers. This is to ensure that training is delivered in a culturally appropriate manner, that is place-based and specific to the region and run by First Nations peoples.

Lessons

We have learnt that we have much more work to do to build our cultural competency throughout our organisation so that everyone feels comfortable and confident to engage in real conversations about cultural issues. We understand that meaningful conversations about culture and race relations are difficult, hard and emotive. For these conversations to be had a safe-space must be created for all.

We have learnt that without regular monitoring and reporting and clear policies, our RAP priorities can lose the top of mind focus needed to ensure its success.

We have only begun our journey on this path and we know that there is more that we need to learn and achieve from our reconciliation journey.





OUR VISION FOR RECONCILIATION

Our vision is to advocate for First Nations peoples to have equal and equitable opportunities to sustainable, and fulfilling life-long employment and education.

We will play a vital role in actively breaking down barriers to education and employment by creating culturally safe workplaces. We will work in partnership with First Nations communities and organisations to deliver this vision. We will prioritise improving our cultural capabilities founded on respectful relationships and appreciation for First Nations staff, trainees, employers and communities.

HOW WE DEVELOPED OUR 2023-2025 RAP

Co-Chairs Message

AFL SportsReady made a conscious decision to create Co-Chair positions of its Reconciliation Action Plan Working Group. These roles lead our reconciliation journey and ensure our Reconciliation Action Plan is recognised as a key project that is embedded into our organisation.



As a Wiradjuri and Wonnarua woman, Executive Manager for First Nations Programs, and Co-Chair I am passionate about creating stronger and lasting social impacts for First Nations peoples via the work we do at AFLSR. As Co-Chair I felt inspired and energised by working alongside so many colleagues whose hearts and minds are in alignment to push our reconciliation journey further. While there is still a great deal of work to be done, the fellowship that has been forged with the Reconciliation Action Plan Working Group has reinforced to me that we will walk this journey together.

Kylie Penehoe
Executive Manager First Nations Programs
Co-Chair RAPWG



As a State Manager, it has been a privilege to work on the RAP with such a forward-thinking team to embrace our reconciliation journey. We are well placed now to continue to build on our long-lasting respectful relationships with First Nations communities and to work with them to offer enhanced education and employment services.

This Reconciliation Action Plan provides opportunities for AFLSR staff to build their cultural capability and get involved in some pragmatic ways to transform our business while contributing to a brighter future for all.

As Co-Chairs we will continue to guide our staff on our reconciliation journey and challenge them to try different approaches to achieve outcomes and push the limits to create a stronger impact for First Nations peoples.

Tracey Parry
State Manager Tasmania
Co-Chair RAPWG

OUR RAP WORKING GROUP

Our RAP Working Group is made up of a diverse range of roles which facilitates strong engagement and accountability across the organisation. Members of our RAP Working Group are represented at every level of the organisation, from Executive Management roles to State Managers, Field Officers, Mentors and Project Officers.

Of the 15 members of our RAP Working Group, our Executive Manager, Program Lead, Senior Aboriginal & Torres Strait Islander Project Officer, Social Media Trainee and Mentor members identify as First Nations peoples.

While AFL SportsReady does not have an external Aboriginal and Torres Strait Islander Advisory Group, our RAP Working Group leans on and incorporates the knowledge and guidance from our internal First Nations Yarning Circle Network.

- **Kylie Penehoe** – Co-Chair and Executive Manager, First Nations Programs
- **Tracey Parry** – Co-Chair and State Manager, Tasmania
- **Anna Booth** – State Manager, New South Wales and Australia Capital Territory
- **Emma Mattingley** – National Administration Manager
- **Michael Smart** – Executive Manager, Employment Services
- **Paul Broderick** – General Manager, Education & Employment, Victoria
- **Cal Bruton** – Master Coach, Sport, Employment & Education
- **Dakota McCarthy** – Trainee, Social Media*
- **Natakka Alberts** – Program Lead, First Nations Programs
- **Dana Such** – Senior Coordinator, People Operations*
- **Grant Wilson** – Digital Marketing Coordinator, Marketing and Communications
- **Kristie-Lee Croft** – RTO Operations Manager
- **Madison Cassady** – Senior Aboriginal & Torres Strait Islander Project Officer*
- **Malita Sagaukaz** – First Nations Mentor, Queensland*
- **Maree Thomson** – Workplace Health & Safety Coordinator*
- **Simon Jackson** – Executive Manager, People, Technology and Projects
- **Yvonne Hemphill** – Field Officer & Educator, Sport & Recreation and Business

*Please note: some members of the RAP Working Group have moved on from AFL SportsReady. While they are not with us anymore, they contributed to the creation of this publication and deserve to be acknowledged.

RELATIONSHIPS



AFL SportsReady is committed to building strong, trusting relationships with Aboriginal and Torres Strait Islander staff, trainees, communities and organisations. We will listen to, acknowledge, and share the aspirations of First Nations peoples.

AFL SportsReady values the input of First Nations staff and puts their knowledge and expertise at the centre of our decision making, planning and future directions.

Focus area: Growth, Engagement and Advocacy; Quality Delivery; People

Respectful and inclusive engagement is essential to gaining an understanding of Aboriginal and Torres Strait Islander peoples and perspectives.

Engagement with community founded on respect can create new relationships that builds trust and mutual understanding.

We acknowledge that engagement must come from a willingness to be open, to listen and to learn. To recognise and value a different cultural perspective and the ongoing impact of Australia's historical treatment of First Nations peoples, and the importance of building a better future together.

AFL SportsReady recognises the diversity of Aboriginal or Torres Strait Islander cultures and peoples and that, like all relationships, they take time to develop and these relationships will be unique to each community and its peoples.



“Wathaurong Aboriginal Co-operative is proud to provide opportunities for employment to our local First Nations people through AFL SportsReady traineeships. Our goal is not just to provide people with a 12-month traineeship, but to start them on their career pathway and build their skills while working in a supportive and culturally safe environment. Our trainees are part of not just our staff, but our wider Wathaurong community.”

Our partnership is founded upon mutual respect, culturally safe principles and perspectives. This foundation creates our success, currently we have two First Nations trainees at Wathaurong and witnessing their growth makes it worthwhile. We are working towards building a better future for all Australians.”

- Simon Flagg, proud Wemba Wemba man and CEO of Wathaurong Aboriginal Co-operative.

Action 1.1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Meet with 6 local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2024	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; Executive Manager, First Nations Programs (EM FNP); Project Lead First Nations Programs (PL FNP)
Develop and update a directory of organisations and key stakeholders across the country to engage with.	March 2024	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; EM FNP; Manager IT
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	EM FNP; PL FNP
Establish and maintain 6 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations (1 per state) including Indigenous Chambers of Commerce over the next 2 years.	February 2025	Manager, Business Development (M BD); QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; EM FNP
Connect and build relationships with First Nations Liaisons at AFL Football clubs in each state.	November 2024	M BD; EM FNP

Action 1.2 Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLES	TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 May 2025	Manager, People and Culture (P&C)
RAP Working Group members to participate in an external NRW event. 100% of RAPWG to participate in 1 external NRW event.	27 May - 3 June 2024 27 May - 3 June 2025	RAPWG Chairs; Manager P&C
Encourage and support staff and senior leaders to participate in at least 1 external event to recognise and celebrate NRW.	27 May - 3 June 2024 27 May - 3 June 2025	RAPWG Chairs; Manager P&C
Organise at least one NRW event each year. a) 1 event per state (6 in total) state. b) 1 national event for all staff.	27 May - 3 June 2024 27 May - 3 June 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager EM FNP; PL FNP
Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2024 27 May - 3 June 2025	Manager, Marketing & Communications (M&C)

Action 1.3 Promote reconciliation through our sphere of influence.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Develop and implement staff engagement tactics to raise awareness of reconciliation across our work force (include resources to training packages).	July 2024	Executive Manager, People, Technology and Projects (EM PTP); RTO Operations Manager; PL FNP
Communicate our commitment to reconciliation publicly. <ul style="list-style-type: none"> • Stories on RAP to be published on website. 	September 2023	Manager M&C; RAPWG Chairs
Launch our Innovate Reconciliation Action Plan	September 2023	EM FNP; PL FNP
Share good news stories and celebrations in our social media channels to raise awareness of internal and external stakeholders progressing reconciliation (biannually).	December 2023 June 2024 December 2024 June 2025	Manager M&C
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. <ul style="list-style-type: none"> • Create a dedicated Email Direct Marketing to promote First Nations partners achievements and our work in reconciliation • Acknowledge and promote the work of First Nations partners on the website 	November 2023	Manager M&C; Manager BD; QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager
Discuss AFL SportsReady RAP and commitment to reconciliation at Graduation ceremonies.	April 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; Manager M&C
Send a minimum of 1 First Nations B2B and B2C NewsReady edition discussing reconciliation per year to host employers, partners and stakeholders.	August 2023 August 2024	Manager, M&C
Publicly recognise workplace partners of First Nations participants at graduation events.	April 2024 April 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; Manager M&C
Collaborate with RAP organisations, and other like-minded organisations to develop ways to advance reconciliation. <ul style="list-style-type: none"> • State Managers to identify 2 like-minded organisations per year to collaborate with and share opportunities to promote reconciliation. 	October 2024	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; Manager BD; EM FNP
Encourage and support Host Employers who do not have RAP to develop a RAP and highlight benefits.	July 2024 July 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; EM FNP

Action 1.4 Promote positive race relations through anti-discrimination strategies.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2023 October 2024	Manager P&C; Manager Legal; EM FNP
Review, update and communicate an anti-discrimination policy for our organisation.	October 2023	Manager P&C; Manager Legal; EM FNP
Ensure First Nations staff are aware of the complaint process for racism or discrimination.	October 2023 October 2024	Manager P&C; Manager Legal; EM FNP
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2023	Manager P&C; Manager Legal; EM FNP
Circulate the social media policy on calling out racism with all staff to create awareness about AFL SportsReady's approach to racism online.	July 2023	Manager M&C
Publicly share and promote our approach to calling out racism, including sharing our anti-racism policy, on social media and the dedicated First Nations EDM page.	September 2023	Manager M&C
Educate senior leaders on the effects of racism. • All non-First Nations board members to complete Cultural Awareness Training in line with AFL SportsReady's place-based approach.	December 2023	Manager P&C
All board members to be invited to NRW, NAIDOC week and any other relevant lunch box sessions.	May 2024 July 2024 May 2025 July 2025	Chief Executive Officer (CEO)

Action 1.5 Embed reconciliation goals in annual organisational review process.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Include reconciliation progress as an area for discussion during pulse reviews and cultural safety surveys to promote continued commitment and measurement of progress.	December 2023 December 2024	Manager P&C; EM FNP
Embed RAP progress in agenda at Executive Management, State Manager and other management meetings for visibility of RAP progress across the organisation.	September 2023	EM FNP; Executive Manager, Education Programs (EM EP); Executive Manager, Employment Services (EM ES)
Create a quarterly reporting mechanism for oversight of RAP across all key function areas of the organisation and continue to facilitate to a shared journey towards reconciliation.	September 2023	EM FNP



RESPECT



AFL SportsReady is committed to understanding and acknowledging the histories, cultures, and dynamic experiences of First Nations peoples. We strive to be strong and respectful partners, creating culturally safe work environments that are founded on principles of respect, self-determination, and equality. Within our organisation, we embrace these values and support to our partners to do the same.

Focus area: People; Quality Delivery; Performance and Productivity

Recognition, respect and valuing of Aboriginal and Torres Strait Islander cultures is the cornerstone of improved services and outcomes for First Nations peoples.

By recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures, we can avoid the mistakes of the past and provide services that deliver maximum benefits to trainees, cadets and host employers alike.



“Layla Boseley began her traineeship with Wathaurong Aboriginal Co-operative in late March 2022. Since joining the team, Layla has not only shown a keen interest and skill for her work in communications and events, but also embraced her culture and is learning more about her journey as an Aboriginal Arrente woman. Layla has excelled in her traineeship lessons and assignments and is always making sure that she is on top of or ahead of the work required of her. As well as being welcomed into the Wathaurong Aboriginal Co-operative staff, Layla has been warmly welcomed by community members, with positive feedback received from a number of events that Layla has helped to organise on her friendliness, service and organisation. Our 2022 NAIDOC Ball, which Layla was instrumental in helping to organise, was widely commented on as being our “best ever NAIDOC Ball.”

– Beth Davis, Marketing & Communications Manager, Wathaurong Aboriginal Co-operative

Action 2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Conduct a review of cultural learning needs within our organisation by including a cultural learning checkpoint in the annual pulse survey.	December 2023 December 2024	Manager P&C; EM FNP
Consult with the Yarning Circle Network (First Nations Staff) on the development and implementation of a cultural learning strategy.	October 2023	PL, FNP; EM FNP
Develop, implement and communicate a cultural learning strategy for our staff.	December 2023	PL, FNP; EM FNP; Manager P&C
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. a) Map of First Nation's countries available for each office. b) 75% CAT with local TO within first 12 months.	November 2023 November 2024	RAPWG Chairs; Manager P&C
Promote local Cultural Awareness Training opportunities to Hosts/Directs/Cadet Employers to encourage them to participate.	November 2023 November 2024	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; Manager BD
Source and offer training for leaders and managers - training that fits within our cultural competence framework i.e. being delivered by local Traditional Owners and communities.	November 2023	Manager P&C; PL FNP

Action 2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2023	PL FNP
Hold a lunch box/online session dedicated to Cultural Protocol with a significant focus on increasing staff's understanding and confidence around Welcome to Country and Acknowledgement of Country (including completing and supporting staff to identify when it is appropriate to complete an Acknowledgement of Country).	November 2023	PL FNP
Add cultural acknowledgement into all workshop session plans. Educators to do an acknowledgement/ask a participating trainee (could rotate between trainees) to do an Acknowledgement of Country at the start of each workshop.	April 2024	QLD Educator; NSW Educator; VIC Educator; SA Educator; WA Educator; TAS Educator
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2023	PL FNP
Ensure all team members have read and understood the Cultural Protocols document, to be signed and stored.	November 2023	Manager P&C
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. • All face to face graduations and gatherings to have a Welcome to Country by local Traditional Owner. • Acknowledgment of Country at all Around the Grounds (ATG).	December 2023 February 2024 December 2024 February 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager ATG Host
Display the Aboriginal and Torres Strait Islander flags in each office respectively.	July 2024	RAPWG Chairs
Add Traditional Lands to email signatures for ALL AFL SportsReady staff.	August 2023	IT Manager; PL FNP

Action 2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. Continued...

DELIVERABLES	TIMELINE	RESPONSIBILITY
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Fortnightly from 1 January until December 2023; Fortnightly from 1 January until December 2024; Fortnightly from 1 January until July 2025	Executive Assistant to the CEO
Develop an annual hub roster for staff/teams to nominate to do an Acknowledgement of Country at Around the Grounds.	February 2024 February 2025	Executive Assistant to the CEO
Discuss Cultural protocols at Around the Grounds meeting.	November 2023 November 2024	PL FNP; EM FNP

Action 2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

DELIVERABLES	TIMELINE	RESPONSIBILITY
RAPWG to participate in an external NAIDOC Week event. a) 1 event minimum, 100% attendance from RAPWG.	First week in July 2024 First week in July 2025	RAPWG Chairs
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024 May 2025	Manager P&C; EM FNP
Promote and encourage participation in external NAIDOC events to all staff.	July 2024 July 2025	Manager P&C; EM FNP; PL FNP
Explore local NAIDOC events and encourage state participation.	First week in July 2024 First week in July 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager PL FNP
Develop a national internal NAIDOC event.	June 2024 June 2025	PL FNP

Action 2.4 Celebrate and create culturally safe workplaces.

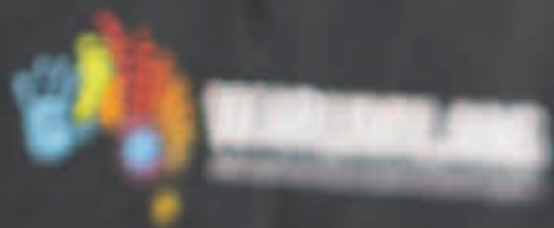
DELIVERABLES	TIMELINE	RESPONSIBILITY
Display Acknowledgement of Country plaques in our 6 office/s or on our buildings.	November 2023	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager
Consult with local Traditional Owners to name our meeting spaces with traditional language.	July 2024	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager; PL FNP
Update Online jobs board to include Traditional Place names on all job advertisements.	July 2024	Manager M&C
Update online governance forms to include Traditional Place Names (RTO).	November 2024	RTO Operations Manager
Develop guiding principles and cultural safety checklist to implement with prospective host employers to be diligent in creating culturally safe workplaces for our trainees/cadets/directs and discuss the importance of cultural safety with hosts before placing trainees.	June 2024	EM FNP; PL FNP; QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager

Action 2.5 Recognise and Celebrate First Nations peoples.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Review and improve the gatherings model to have more flexibility and enable peer-support networks to be created with input from mentors and state managers.	October 2023	EM FNP; PL FNP
Implement a Champion model where previous AFL SportsReady First Nations Graduates to connect with current participants and share their experience.	February 2024 February 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager

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AFL SportsReady is committed to driving authentic opportunities between First Nations peoples and businesses, as well as the broader community. We strive to create practical and impactful opportunities in education, training and employment to create an equitable and inclusive Australia.

Focus area: People; Growth, Engagement and Advocacy

We will do this by developing strategies and policies that will increase the economic participation with Aboriginal and Torres Strait Islander peoples both through growth opportunities for First Nations businesses and by creating genuine and real-world employment and training opportunities.

AFL SportsReady is founded upon creating and delivering opportunities for young people. We want to work with Aboriginal and Torres Strait Islander staff, community partners and clients to create an inclusive workforce that is capable of responding to the needs of First Nations peoples. We will enable and amplify Aboriginal and Torres Strait Islander voices in the design, development and delivery of policies, programs and services that impact them. These strategies see a multi-pronged approach to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development and supporting supplier diversity to create improved economic and social outcomes.

CLOTHING THE GAPS



“Having First Nations trainees at Clothing The Gaps means providing culturally safe spaces for mob to thrive and grow in. It’s been incredible to see and celebrate mob entering the workforce and being able to support them to do something they’re passionate about.”

- Clothing The Gaps co-founders, Laura Thompson, proud Gunditjmarra woman and Sarah Sheridan.

Action 3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2025	Manager P&C; PL FNP
Ensure professional development plans are in place for all Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions to create a career at AFL SportsReady.	December 2024	Manager P&C
Engage with Aboriginal and Torres Strait Islander staff and the Yarning Circle Network to consult on our recruitment, retention and professional development strategy.	February 2024	Manager P&C; PL FNP
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2024	Manager P&C; EM FNP
Review and improve internal methods of advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2023	Manager P&C; PL FNP
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2023	Manager P&C
Implement panel requirements for cultural safety.	November 2023	Manager P&C; EM FNP; PL FNP
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce by 10%.	February 2025	Manager P&C; EM FNP; PL FNP

Action 3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2024	Financial Controller; EM FNP; PL FNP
Ensure the Aboriginal and Torres Strait Islander procurement strategy is tiered to support implementation at different levels of the business.	November 2024	Financial Controller; EM FNP; PL FNP
Investigate Supply Nation membership.	November 2024	EM FNP; PL FNP
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2025	EM FNP; Financial Controller
Develop national directory of Aboriginal and Torres Strait Islander companies, with state level functionality.	February 2025	QLD State Manager; NSW State Manager; General Manager VIC; SA State Manager; TAS State Manager
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2025	Financial Controller; EM FNP
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2025	Financial Controller; EM FNP
Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	February 2025	Financial Controller
Develop upskilling opportunities for First Nations staff to support lateral career progression across the business.	November 2024	Manager P&C
Explore opportunities to financially sponsor or participate in First Nations business networking events e.g. the long walk for corporate hosting.	November 2024	Manager BD; Manager M&C

Action 3.3 Create and deliver inclusive education components and opportunities.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Review and develop a process to identify how First Nations perspectives can be included in our resources.	February 2025	Education Manager, Design and Quality (D&Q); RTO Operations Manager
Provide Cultural Awareness Training to all writers/contractors who develop resources for AFL SportsReady.	February 2025	RTO Operations Manager
Identify a First Nations position in recruitment.	September 2023	Manager National Recruitment (NR)

Action 3.4 Create and support Traineeship opportunities for First Nations peoples.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Review AFL SportsReady's Aboriginal and Torres Strait Islander Program, Warumilang, which delivers traineeships, cadetships and direct employment opportunities.	February 2024	EM FNP; PL FNP
Create a digital resource to support First Nations peoples with securing employment opportunities and job readiness.	December 2024	Manager M&C; EM FNP; PL FNP; EM EP
Develop a Resource Hub on the Warumilang page to support continued development.	February 2024	Manager M&C; EM FNP; EM EP
Strengthen the Warumilang branding and reputation with the local community.	December 2024	Manager M&C; EM FNP
Develop relationships with support services to provide a wrap around, holistic approach for trainee participants.	February 2024	QLD State Manager; NSW State Manager; VIC State Manager; SA State Manager; TAS State Manager
Engage with school networks (Aboriginal liaison support workers) regularly to maintain strong relationships for better opportunities.	February 2024	QLD State Manager; NSW State Manager; VIC State Manager; SA State Manager; TAS State Manager

Action 3.5 Bridge the gap to education and employment opportunities for First Nations peoples.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Develop a QR code to increase accessibility to employment and training opportunities for First Nations youth. QR code to be placed at schools, local community organisations etc for community members and First Nations peoples to scan and see what opportunities are available.	July 2024	Manager M&C; Manager NR
Develop an internal events and engagement calendar at a state-level for front-facing staff to connect and engage with Aboriginal and Torres Strait Islander communities and stakeholders.	October 2023	Manager M&C; PL FNP

GOVERNANCE



Clear governance of the RAP is critical to ensuring its effective implementation. At the core, this is an action plan, and as such requires clear leadership and accountability. Each RAP paves the way for the next, presenting a continuous journey of learning and improvement. In reviewing and redefining our strategy, we continue to seek greater understanding of the perspectives of First Nations trainees, AFL SportsReady staff and broader stakeholders.

We do this by:

- Engaging with clients, community representatives, non-government, and government organisations
- Researching and gaining insights to help us understand the needs of our people, clients, and communities
- Participating and engaging with stakeholders and partners both locally and nationally
- Participating in surveys, benchmarking, and reporting such as Reconciliation Australia's Workplace RAP Barometer Survey and RAP Impact Measurement Questionnaire.

Delivering RAP actions

The RAP will be monitored and maintained by the RAP Working Group, which includes representation by First Nations peoples and non-Indigenous people from across the nation and company, meeting quarterly to ensure each of the deliverables are being supported. In addition, our RAP Champion will ensure our staff remain focused on our RAP actions.

Measuring success

The RAP is another step further on our Reconciliation journey. While we will be measuring and reporting on our success by the more tangible measures of delivering on our RAP commitments, it is important for us to also capture the more intangible measures of success that may also reflect the benefits of a more culturally safe workplace.

These intangible measures include staff satisfaction surveys, cultural safety surveys for trainees and cadets, retention and recruitment, and authentic relationships and engagement with our community partners.



Action 4.1 Maintain an effective RAP Working group (RWG) to drive governance of the RAP.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Maintain continual Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	RAP Working Group Chairs
Establish and apply a Terms of Reference for the RWG.	July 2023	RAP Working Group Chairs
Meet at least four times per year to drive and monitor RAP implementation (Quarterly).	August, November 2023; February, May, August, November 2024; February, May 2025	RAP Working Group Chairs; PL FNP (as Secretariat)

Action 4.2 Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Define resource needs for RAP implementation.	August 2023	RAP Working Group Chairs
Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2023	EM FNP
Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2023	RAP Working Group Chairs
Appoint and maintain an internal RAP Champion from senior management.	August 2023	RAP Working Group Chairs; CEO
RAP to be standing agenda item on Around the Grounds and Project Management Office.	August, November 2023; February, May 2024; February, May 2025	Manager; P&C

Action 4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	EM FNP; PL FNP
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	EM FNP; PL FNP
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	RAP Working Group Chairs; EM FNP; PL FNP
Report RAP progress to all staff and senior leaders quarterly.	August, November 2023; February, May, August, November 2024; February, May 2025	RAP Working Group Chairs; EM FNP; PL FNP
Publicly report our RAP achievements, challenges and learnings, annually.	December 2023 December 2024	RAP Working Group Chairs; Manager M&C; PL FNP
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Working Group Chairs; EM FNP; PL FNP
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	EM FNP; PL FNP

Action 4.4 Continue our reconciliation journey by developing our next RAP.

DELIVERABLES	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	RAP Working Group Chairs; EM FNP





Kylie Penehoe

Executive Manager, First Nations Programs

AFL SportsReady

kylie.penehoe@aflsportsready.com.au

www.aflsportsready.com.au