



# RECONCILIATION ACTION PLAN

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## **INNOVATE**

February 2026 – February 2028





## ACKNOWLEDGEMENT OF COUNTRY

New South Wales Rugby League (NSWRL) acknowledges the Traditional Owners of Country throughout Australia.

We pay our respects to their Elders past, present and emerging and recognise their continuing connections to the land and sea.

NSWRL recognises the outstanding contribution that First Nations people make to society and sport in Australia and embraces the power of sport to lead the way in promoting understanding, healing and positive change for a just, equitable and reconciled Australia.



## TABLE OF CONTENTS

4	Message from our CEO and First Nations Sub-Committee Chair
5	Message from Reconciliation Australia
6	Strategic Alignment
7	Our Vision for Reconciliation
8	Our Business
9	Our Reconciliation Journey
10	Champions for Change
11	Our Artwork: “Walaaybaa”
12	The Artist: Daren Dunn
13	Our RAP: Relationships
14	Our RAP: Respect
15	Our RAP: Opportunities
16	Our RAP: Governance

## MESSAGE FROM OUR CEO AND FIRST NATIONS SUB-COMMITTEE CHAIR

The New South Wales Rugby League (NSWRL), as the governing body for the sport of Rugby League in NSW and the ACT, is proud to release our “Innovate” Reconciliation Action Plan as part of our vision for a just, equitable and reconciled Australia.

New South Wales is a proud Rugby League state with a rich history and connection to First Nations people who have contributed to our game, through the lands we play on, as well as by their talents on the playing fields. For more than 60,000 years, First Nations people have lived on and looked after these lands across the state and we reflect on this while enjoying the sport we love.

Sport has the power to bring people together, honour cultures and traditions and celebrate the diversity of society and as such we aim to use the power and profile of Rugby League to promote reconciliation and positive change.

With a vision to be the game for all, where every player, coach, and volunteer, regardless of their background feels a sense of belonging and purpose within the NSWRL, we are proud to continue our journey towards stronger connections with First Nations communities through during the implementation of our first Reconciliation Action Plan (RAP).

Our six organisational values of inheritance, professional, united, courageous, innovative and legacy, will work in parallel with the five dimensions of reconciliation in Australia – race relations, equality and equity, institutional integrity, unity, and historical acceptance and will provide direction as we implement our RAP.

Working with community partners including Deadly Choices, Clontarf Foundation and KARI Foundation has helped our organisation in our journey towards reconciliation and creating an environment in our sport that embraces First Nations cultures, histories, and perspectives. By actively engaging with First Nations communities and grassroots organisations, we seek to provide health initiatives and pathways for First Nations talent, nurturing future stars on and off the field.

The hope, as we launch this RAP, is to accelerate that process, ensuring First Nations communities feel a sense of pride and opportunity through their involvement in and across the game. Our NSWRL Board and staff are committed to embedding this RAP within our organisation and are focused on ensuring Rugby League truly is the game for all, where everyone in the community who wants to belong to the game see themselves genuinely reflected in all aspects of Rugby League.



**DAVID TRODDEN**  
NSWRL Chief Executive Officer



**JOHN ANDERSON OAM**  
NSWRL First Nations  
Sub-Committee Chair and  
NSWRL Board Deputy Chair

## MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends New South Wales Rugby League on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for New South Wales Rugby League to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, New South Wales Rugby League will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program’s framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. New South Wales Rugby League is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals New South Wales Rugby League’s readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia’s reconciliation journey.

Congratulations New South Wales Rugby League on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**KAREN MUNDINE**  
Reconciliation Australia



## STRATEGIC ALIGNMENT

NSWRL is committed to utilising the influence and power of Rugby League to bring people together. Our RAP will be our guiding document to ensure we develop and follow appropriate cultural methods and importantly is aligned to the NSWRL New State Strategic Plan as well as other guiding frameworks such as our Diversity, Equity and Inclusion Plan.

Within our 2024-26 Strategic Plan, our goal to continue to strengthen our association and connection with First Nations people, is underpinned by a focus on ensuring Rugby League is the game for all, providing an environment for all, free from discrimination and promoting respectful and positive behaviours and values.



Almost 21,000 registered players identify as First Nations peoples which represents 17 per cent of all players in NSW. This RAP will be the formal document that provides the building blocks of our First Nations Strategy across Rugby League in NSW.

Our RAP will provide a direction across all levels of our business. NSWRL polices and processes will be guided by our RAP principles by providing greater opportunities for First Nations communities across Rugby League from grassroots through to our elite programs.

Within our Diversity, Equity and Inclusion Plan, First Nations recognition is one of our five key focus areas. This RAP is a key output of our Stage One activities and aims to set the path for Stage Two activities and beyond.

The NSWRL RAP was developed by the NSWRL RAP Working Group and will be implemented by the NSWRL RAP Champions, the Head of Communication and Community Engagement (COM) and the Indigenous and Community Programs Manager (ICPM).

## OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to create a united, inclusive and diverse Rugby League family that embraces First Nations cultures, histories and perspectives.

With our vision NSWRL will work towards contributing to Reconciliation Australia's vision for a just, equitable and reconciled Australia.

In Rugby League, reconciliation means that every player, coach, and volunteer, regardless of their background, feels a sense of belonging and purpose within NSWRL.

We aim to break down barriers and promote diversity at all levels, ensuring equal opportunities for First Nations people to participate in, contribute to, and benefit from our sport.

We commit to providing culturally safe spaces and fostering mutual respect, understanding, and support among all members of the Rugby League community. Beyond the field, we aspire to be a positive force for change in the wider Rugby League community.

Our goal is to use the power and profile of Rugby League to promote reconciliation by actively engaging with First Nations communities and grassroots organisations.

We seek to provide health initiatives and pathways for First Nations talent, nurturing future stars on and off the field.

Reconciliation, for NSWRL, is more than just symbolic gestures; it is a commitment to acknowledge the connection between First Nations people and Rugby League in NSW since 1907.

We will acknowledge and honor the rich history, culture, and contributions of Australia's First Nations people in our game. This includes ongoing dialogues, partnerships, and collaborative efforts with First Nations leaders and organisations to address the issues of inequality, discrimination, and social disadvantage within our game.

New South Wales Rugby League Limited (NSWRL) is the body that oversaw the birth of the game of Rugby League in Australia in 1907 and has maintained its proud heritage of fostering all levels of Rugby League across the state of NSW for the past 118 years since the formation of the Sydney club competition in 1908.

The NSWRL's mission is to serve and lead the Rugby League community as the governing body of the game in NSW. Since uniting with the Country Rugby League in 2019, the NSWRL's role as the organising and controlling body for the conduct and administration of intrastate Rugby League competitions across the entire state of NSW, extended into its rural areas.



## OUR BUSINESS

NSWRL provides pathways for talented juniors to grow into NRL and NRLW players; and is committed to being the “game for all”, providing opportunities for everyone in our community who wants to belong to the game to have an opportunity to be part of it and have a Rugby League experience.

The NSWRL currently employs 85 full-time staff, including five First Nations employees.

The NSWRL’s main office is at Sydney Olympic Park, but offices are set up at 15 other locations across the state – Coffs Harbour, Wollongong, Bathurst, Tuggerah, Newcastle, Tweed Heads, Tamworth, Wagga Wagga, Campbelltown, Armidale, Kiama, Dubbo, Farrer, Lennox Head, and Port Macquarie - as well as one office in Canberra in the ACT.

While NSWRL is a state sporting Organisation (SSO), primarily serving the Rugby League community in NSW, the organisation’s major competitions also include interstate teams from Victoria and the ACT, and international teams from Fiji and New Zealand. The NSWRL provides elite men’s and women’s teams to compete in the State of Origin Series which attracts extensive global reach, as well as national.

The NSWRL’s sphere of influence is extensive, internally and externally. Internally, the organisation has the ability to use Rugby League to drive change at a community level across the entire state through its participant and volunteer base. There are more than 35,000 registered volunteers, coaches, officials and referees at 680 clubs across NSW, along with an army of unregistered volunteers. Almost 123,000 men, women, boys and girls are registered to play in Rugby League games that are held every week from February to October.

Externally, the NSWRL can use its profile to amplify key issues through the media and its partnerships and programs with organisations such as Deadly Choices (Deadly Blues program), KARI Foundation, Clontarf Foundation, PCYC Nations of Origin event, and Talented Aboriginal Athlete Program (TAAP).



## OUR RECONCILIATION JOURNEY

In April 2022, the NSWRL formed an internal Working Group to develop its first Diversity, Equity and Inclusion (DEI) Strategy. The objective was to create a game-wide plan to develop and implement inclusive and diverse pathways and opportunities that remove barriers for anyone who wants to be part of our Rugby League community in NSW. The Working Group identified five DEI focus areas, including First Nations, with a priority of initiating a Reconciliation Action Plan (RAP) within the first phase of the DEI plan.

Our organisation recognised the importance of developing a RAP to make the commitment to reconciliation and support current and future First Nations participants to find a safe and welcoming space in the sport of Rugby League, ensuring equal opportunities to participate in, contribute to, and benefit from our sport.

Following an initial report from the DEI Working Group, the NSWRL Executive and First Nations Sub-Committee determined a RAP Working Group be established to assist in steering the organisation towards the development and implementation of our Innovate RAP. Our community partner KARI Foundation was involved in the initial discussions around the framework for the RAP.

Through the initiation and implementation of our Innovate RAP we are committed to:

- Embedding practices recognising First Nations people at all events and activities;
- Engaging with First Nations participants and consultants to explore best practice and support the process; and
- Enabling cultural awareness for NSWRL members and staff.



## CHAMPIONS FOR CHANGE

The NSWRL has a number of RAP champions in our organisation which is widely recognised as a leader in Australian sport for the First Nations initiatives and programs which are already an important part of our operations.

The NSWRL RAP development was led by internal First Nations Sub-Committee members, in conjunction with our RAP Working Group.

### The First Nations Sub-Committee is made up of:

- NSWRL Board Member – NSWRL Board Deputy Chair John Anderson OAM (First Nations)
- NSWRL Board Member - Tarsha Gale (First Nations)
- NSWRL Chief Executive David Trodden
- NSWRL Chief Financial Officer Dean Webster
- NSWRL Head of Communication and Community Engagement Dr Tracie Edmondson
- NSWRL Indigenous and Community Programs Manager Kristian Heffernan (First Nations)
- NSWRL Officiating Development Coordinator Gavin Badger (First Nations)

### The RAP Working Group includes:

- NSWRL Deputy Chair John Anderson OAM (First Nations)
- NSWRL Head of Communication and Community Engagement Dr Tracie Edmondson
- NSWRL Indigenous and Community Programs Manager Kristian Heffernan (First Nations)
- NSWRL Community Rugby League Manager Peter Clarke
- NSWRL Officiating Development Coordinator Gavin Badger (First Nations)

### To date, our extensive work with and for First Nations people has included:

- Executive and staff cultural engagement workshops in 2022: The workshops were conducted by the KARI Foundation at the NSWRL Centre of Excellence at Sydney Olympic Park.
- Annual Talented Aboriginal Athlete Program (TAAP) camp (Under 16s boys): The annual TAAP camp provides the opportunity for young players from rural and remote communities to learn about what happens at the elite levels of the game. The participants are identified from the Koori Knockout, club Rugby League, and schoolboy Rugby League.
- Harmony Nines (Under 16s and Under 18s boys and girls competition): The event, run by NSWRL in conjunction with Heritage Rugby League, aims to increase Rugby League participation in multicultural communities across the state, as well as encouraging stronger understanding and harmony through Culturally and Linguistically Diverse (CALD) groups. First Nations boys and girls teams participate.
- Annual First Nations Refs Development camp: Aspirational First Nations referees across NSW who show character and commitment are nominated through their local association to participate. The camp involves upskilling in technical aspects, working on physical aspects, as well as providing on-field opportunities and cultural learnings, and creating a connection.
- Clontarf Academy partnership (host minimum 12 events annually): The partnership focuses on using Rugby League to support the education, wellbeing, and life outcomes of young First Nations men. Through shared programs and community engagement, the collaboration promotes school attendance, leadership, and personal development. Together, they create opportunities for students to connect with positive role models and pathways in sport and beyond.
- KARI Foundation partnership: The KARI Foundation is a community partner of the NSWRL and they have an office based within the NSWRL Centre of Excellence premises. KARI is a not-for-profit organisation that aims to strengthen First Nations communities through cultural programs, education, and community engagement.

- PCYC Nations of Origin (Under 15s schoolboys and girls competition): The tournament was the brainchild of respected NSWRL official, the late Steve “Bear” Hall, and emerged after state-wide community consultations held during Reconciliation Week in 2012. The event has grown since then to encompass other sports including basketball, netball and gymnastics, with more than 1000 young people. Teams consist of a 70-30 split of First Nations and non-First Nations youth and are endorsed by local Elders. To take part, young people must maintain a school attendance rate of more than 80 per cent and have no negative interactions with police.
- Deadly Choices partnership (health checks and reducing chronic diseases): The NSWRL has partnered with the Institute of Urban Indigenous Health (IUIH) for the past six years to help more than 25,000 First Nations people in NSW access health checks and well-being information through the Deadly Blues program. The program assists with achieving Close The Gap targets for First Nations people. All participants receive a Deadly Blues jersey.
- Acknowledgement of Country Video (voiceover by Stan Grant): The NSWRL has produced an Acknowledgement of Country video, with scripted voiceover from respected First Nations celebrity Stan Grant, that has been distributed to clubs across the state for use at grounds and events.
- Annual First Nations Round across major and community competitions: The NSWRL’s First Nations Round coincides with the annual NAIDOC Week in July to celebrate and recognise the history, culture and achievements of First Nations people in the Rugby League community.
- In 2022, the NSWRL commissioned a First Nations artist to create artwork specifically for NSWRL to illustrate the organisation’s First Nations connections. This artwork features in a prominent place in the NSWRL Centre of Excellence and has also been used on NSW Blues training jerseys, caps, balls, notebooks, and membership cards.

## OUR ARTWORK: “WALAAYBAA”

This artwork was created in 2022 specifically for NSWRL to illustrate the organisation’s First Nations connections. It proudly features on a main wall in the Blues Café at the NSWRL Headquarters, the Centre of Excellence, at Sydney Olympic Park, where staff gather and meet.

The artwork was painted by proud Gamilaroi Daren Dunn and is called “Home Country”. In Gamilaroi, it is called “Walaaybaa”. In Wiradjuri, it is called “Ngurambang”. In Dharug, “Dyi nga ni nura” (Here I see my country).

In NSW there are more than 50 Koori languages with many ways to say “Home Country”.

This painting celebrates the peoples, languages, innovations, cultures and diversity of our Koori nations and these connections to country.

At the centre of the painting is an important meeting place, the NSWRL. It is a space full of pathways where tribes and communities draw together from the north, south, east and west.

This painting is alive with culture, people and activities. Elders and members of community are meeting with NSWRL striking up conversations and building connections like campfires. Footballs, clap sticks, boomerangs, and coolamon appear across the landscape.

First Nations peoples carry the culture into the NSWRL including thousands of years of creativity, innovation and history that can be linked to Rugby League, football and team sports.





## THE ARTIST: DAREN DUNN

Daren Dunn is a proud Gamilaroi man from NSW and a world-renowned artist who has exhibited in Italy, Russia, Ireland, China, the United States and Japan. He was also named 2015 NAIDOC National Artist of the Year.

Not limited to the canvas, Daren has hand painted a cricket bat for Prince William, high heels for Princess Kate, a golf bag for Tiger Woods and football boots for David Beckham.

A dedicated educator, Daren has worked with First Nations youth for 30 years. His passions are sharing his knowledge and skills in art, fostering a love and respect for First Nations culture and giving back to the community.

Daren has been running his “Get Black On Ya Feet” program with Lurnea High School, teaching students techniques to create their own artworks and helping them collaborate to create a 12 metre mural for the school.

He worked closely with NSWRL to create a special artwork “Walaaybaa” to represent the NSWRL’s story and connection to First Nations culture. The artwork features on a wall of the NSWRL Centre of Excellence, and has been used on a NSW Blues training jersey, caps, balls, notebooks, and membership cards.

Daren has also worked with First Nations National Rugby League players to hand paint their football boots and headgear; as well as creating jerseys for the Penrith Panthers, Parramatta Eels, South Sydney Rabbitohs and Cronulla-Sutherland Sharks.

Daren’s main goal in his work with students is to ensure sustainability in First Nations education for future generations.

For more information about Daren Dunn and his work, go to [www.darendunn.com.au](http://www.darendunn.com.au)



## OUR RAP: RELATIONSHIPS

Over the next two years, NSWRL is committed to strengthening relationships with First Nations peoples, organisations, and communities through genuine engagement, open communication, and respectful partnerships. By connecting people and sharing experiences, we aim to embed cultural understanding in our governance and daily operations, ensuring Rugby League is a place where all communities feel seen, heard, and valued. These relationships are essential to driving inclusive participation and growing the game in a way that honours and celebrates the contributions of First Nations peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.</b>	• Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	March 2026, 2027, ongoing	Indigenous and Community Programs Manager (ICPM)
	• Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	February 2026, 2027, ongoing	ICPM
	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May, annually	ICPM
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, annually	Head of Communication and Community Engagement (COM)
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, annually	COM
	• Organise at least one NRW event each year.	May, annually	COM
	• Register all our NRW events on Reconciliation Australia’s NRW website.	April, annually	ICPM
	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2026	COM
<b>3. Promote reconciliation through our sphere of influence.</b>	• Communicate our commitment to reconciliation publicly.	March, July 2026 March, July 2027	COM
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026, 2027	Executive Committee (EXCO)
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2026, ongoing	COM
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2026	Head of Human Resources (HR)
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	• Develop, implement, and communicate an Anti-discrimination Policy for our organisation.	October 2026	HR
	• Engage with First Nations staff and/or First Nations advisors to consult on our Anti-discrimination Policy.	September 2026, 2027	ICPM
	• Educate senior leaders on the effects of racism.	March 2026, 2027	ICPM
	• Implement and educate groups, teams, and supporters through “Racism It Stops with Me” Campaign.	February, July 2026, 2027	ICPM



## OUR RAP: RESPECT

Over the next two years, NSWRL is dedicated to fostering deeper respect for First Nations peoples by acknowledging and celebrating their rich cultures, histories, and achievements across all levels of our game. By creating opportunities for learning, cultural appreciation, and storytelling, we aim to build genuine understanding and pride, ensuring First Nations voices are recognised, respected, and reflected in everything we do. This commitment strengthens our organisation and helps create an environment where cultural respect drives inclusion, success, and shared celebration.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.</b>	• Conduct a review of cultural learning needs within our organisation.	March 2026, ongoing	ICPM
	• Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	April 2026	ICPM
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	February 2026, ongoing	HR, ICPM
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2026, ongoing	RWG
<b>6. Demonstrate respect to First Nations peoples by observing cultural protocols.</b>	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2026	ICPM
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2026	HR, ICPM
	• Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events annually	February 2026, ongoing	ICPM
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2026, ongoing	All
<b>7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	RWG Chair
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2026	HR
	• Promote and encourage participation in external NAIDOC events to all staff.	June, annually	CEO



## OUR RAP: OPPORTUNITIES

NSWRL is committed to creating meaningful opportunities for First Nations peoples, businesses, and communities to thrive as valued members of the Rugby League family. Through focused action in employment, procurement, professional development, and improved access to systems and processes, we aim to foster long-term inclusion and economic empowerment. Enabling these pathways is essential to strengthening our game and ensuring it reflects the diversity, talent, and potential of all communities we serve.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.</b>	• Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	February 2026	HR
	• Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	February 2026	HR
	• Develop and implement a First Nations recruitment, retention and professional development strategy.	February 2026	HR
	• Advertise job vacancies to effectively reach First Nations stakeholders.	February 2026, ongoing	HR
	• Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	October 2026	HR
	• Develop and implement a First Nations procurement strategy.	October 2026	ICPM, HR
	• Investigate NSW Indigenous Chamber of Commerce membership.	October 2026	ICPM
	• Investigate Supply Nation membership	February 2026	ICPM
<b>9. Increase First Nations supplier diversity to support improved economic and social outcomes.</b>	• Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	February 2026, ongoing	HR, ICPM, CFO
	• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	February 2026, ongoing	HR
	• Develop commercial relationships with First Nations businesses.	February 2026, ongoing	ICPM, CFO
<b>10. Investigate opportunities for pathways for First Nations players to be represented all representative levels for men and women.</b>	• NSWRL will conduct an annual camp for First Nations boys and girls to provide access to elite coaching and training methods.	November 2026	ICPM
	• NSWRL will facilitate a game for teams picked from the camp to showcase their skills at the elite level.	January 2027	ICPM
	• NSWRL will invite club recruitment managers to attend the game.	January 2027	ICPM
<b>11. Develop strategies to remove barriers for racial discrimination in NSW Rugby League competitions.</b>	• NSWRL will work with a First Nations organisation to develop a framework around racial discrimination to provide education to competitions.	April 2026, ongoing	ICPM, Head of Community Football (HCF)
	• NSWRL will work with communities to provide cultural and gender safe judiciary members to panels.	March 2026, ongoing	ICPM, HCF





## OUR RAP: GOVERNANCE

Over the next two years, NSWRL will strengthen the governance of our RAP through clear accountability, transparent reporting, and strong leadership from our RAP Working Group. Ensuring the effective implementation of our commitments is vital to progressing reconciliation and embedding it across all aspects of our organisation. This RAP reflects an ongoing journey, one that lays the foundation for continuous learning and the development of future actions that deepen our impact and commitment to First Nations peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	• Maintain First Nations representation on the RWG.	February 2026, 2027, 2028	ICPM, NSWRL CEO
	• Establish and apply a Terms of Reference for the RWG.	February 2026	COM
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September 2026, 2027	RWG Chair
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	February 2026	RWG Chair
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2026, Ongoing	RAP Champions
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2026, Ongoing	RWG Chair
	• Appoint and maintain an internal RAP Champion from senior management.	February 2026	EXCO
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date.	June, annually	FNCPM
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	FNCPM
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	ICPM
	• Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2026, 2027	ICPM, COM
	• Publicly report our RAP achievements, challenges, and learnings, annually.	October 2026, 2027	COM
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	ICPM
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2028	ICPM, COM
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	• Register via Reconciliation Australia's website to begin developing our next RAP.	February 2028	ICPM



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