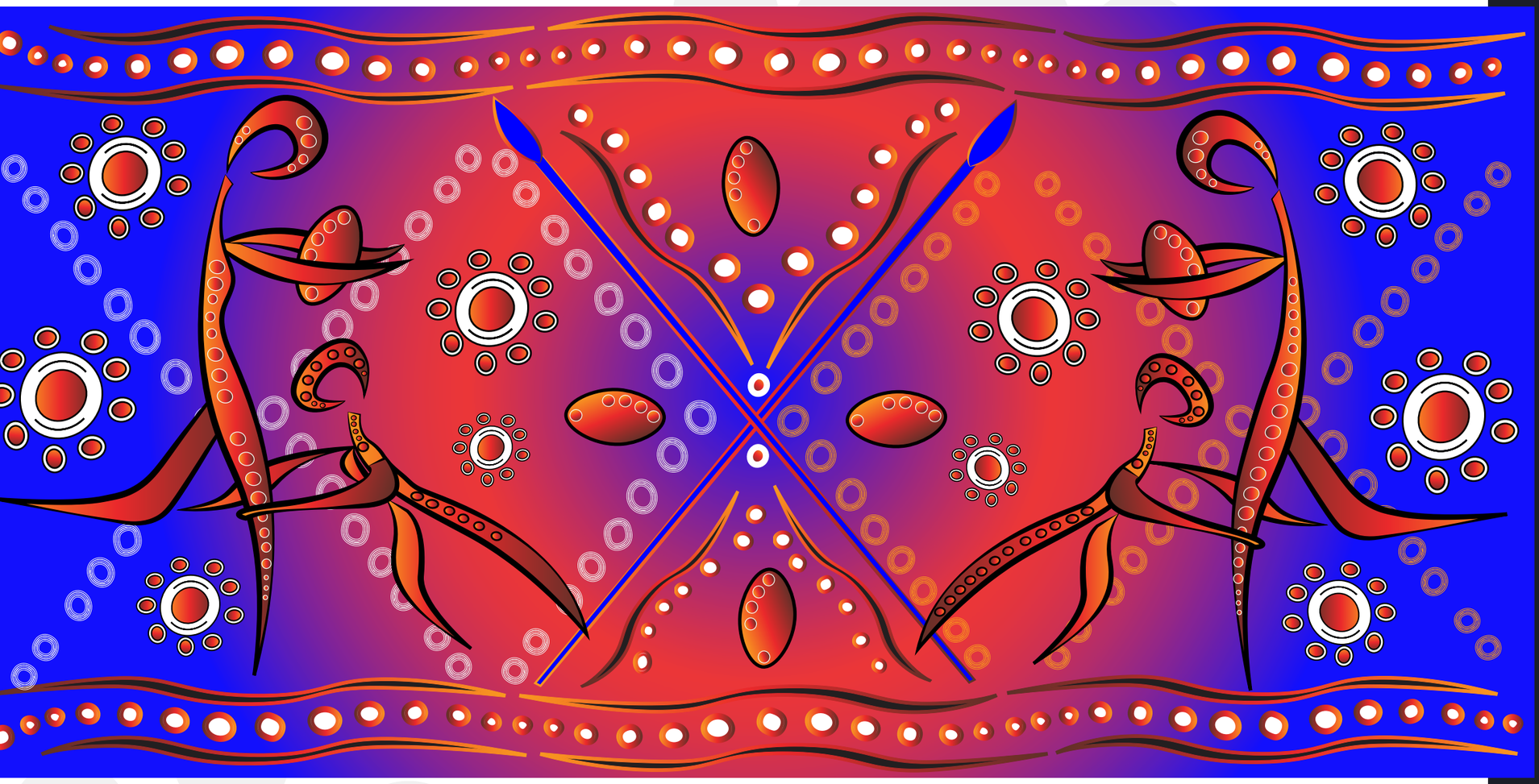
Reconciliation Action Plan

JULY 2023 – JULY 2025 | PROGRESS REPORT

WESTS | KNIGHTS | RECONCILIATION ACTION PLAN INNOVATE

About the Artist

Saretta Fielding is an award-winning Aboriginal artist of the Wonnarua Nation located in the Hunter Valley NSW. Her artwork versatility is seen across a wide range of public artworks and mediums including fine art, public installations, and fashion. Saretta's unique art style, combining traditional symbolism and storytelling alongside contemporary artform and colour palette, is fast becoming recognised nationally and internationally. Her flair for interpreting natural elements and mediums demonstrate her passion for country, instantly grabbing one's attention, inviting the viewer to savour, connect and share in the rich and alive culture of Aboriginal Australia. Saretta loves the challenge of conveying to others, through art, how she is influenced by people, life experiences and nature's beauty.



"As an Aboriginal artist I feel my design shares traditional symbolism in contemporary representation that shares our love of the game of Rugby League across the local communities, capturing the spirit and passion of the Newcastle Knights and the community. The artwork celebrates excellence on and off the field, while recognising and celebrating Aboriginal and Torres Strait Islander culture within the Rugby League community".

Saretta Fielding

ABOUT THE REPORT

Our 2023-2025 Innovate Reconciliation Action Plan (RAP) formalises the Wests Group Australia and Newcastle Knights' commitment to First Nations people. The RAP was developed and continues to be implemented under the guidance of the Newcastle Knights Aboriginal Advisory Group. This report provides an update on the progress made during the reporting period from July 2023 to July 2024.

TERMS USED

Throughout this report, the terms Aboriginal, Torres Strait Islander, First Nations, and Indigenous peoples are used interchangeably. For the purpose of this report, these terms refer to the Aboriginal and/or Torres Strait Islander peoples of Australia. We acknowledge, however, that these terms do not capture the full diversity of Aboriginal and Torres Strait Islander communities, and that many prefer to be known by their specific cultural names.

FEEDBACK CONTACT DETAILS

Wests Group Australia and the Newcastle Knights welcome feedback and comments on our RAP.

Please direct all enquiries to community@newcastleknights.com.au

Acknowledgement of Country

The nib Newcastle Knights respectfully acknowledge the Awabakal, Worimi and Wonnarua people as the Traditional Custodians of the lands on which we work and play.

Furthermore, the Knights and the Wests Group Australia acknowledge the Traditional Custodians of the lands represented by the Knights organisation, including the Darkinjung, Geawegal, Biripi, Wiradjuri, Gamilaroi, Anaiwan, Gumbaynggirr, Bundjalung, and Ngarabal Nations. We pay our respects to Elders past, present and emerging.

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RAP Progress Snapshot

RAP Launch Event

Hosted at the Newcastle Knights' home, the Newcastle Permanent Centre of Excellence, this event marked the unveiling of our Reconciliation Action Plan, strengthening our commitment to First Nations partnerships.

National Reconciliation Week Event

Engaged staff and community in a week-long celebration to educate and honour First Nations cultures, enhancing our collective understanding and respect.

Indigenous Round Celebration

Indigenous Round, held during Reconciliation Week, featured a series of cultural activations and ceremonies, highlighting our ongoing commitment to Indigenous heritage and contributions.

First Nations Cultural Capability Training

In collaboration with the University of Newcastle, we've launched a cultural capability training program, successfully completed by 70 of our executive and senior leaders, to foster a more inclusive workplace.

Indigenous Jersey

Designed in partnership with Wonnarua artist Saretta Fielding, our special edition jersey embodies the spirit, passion, and rich cultural heritage of the Indigenous communities. The jersey was worn in Round 13 of the NRL season.

First Nations Cultural Leave Policy

Introduced a policy that allows First Nations staff to choose culturally significant days, such as Australia Day, for work or leave. This flexibility respects and honours their heritage, ensuring cultural observances can be maintained.

A Year of Reconciliation Progress

It has been 12 months since the Newcastle Knights and the Wests Group Australia officially implemented our Innovate Reconciliation Action Plan. Our journey to reconciliation is ongoing, and we are committed learning and growing together with Aboriginal and Torres Strait Islander Communities.

Throughout the past year, we have deepened our commitment to reconciliation, building stronger connections with Aboriginal and Torres Strait Islander communities and embedding cultural respect across our organisation.

Whilst we are proud of our progress to date, we acknowledge that our journey is far from over. The coming months will see our organisations continue to enhance cultural competency, expand indigenous representation across our workforce, and strengthen our community engagement.

Learnings

Over the past 12 months, our journey toward reconciliation has been both rewarding and educational. As we continue to implement our Reconciliation Action Plan, we have gained valuable insights that are shaping our future direction.

THE IMPORTANCE OF CULTURAL COMPETENCY

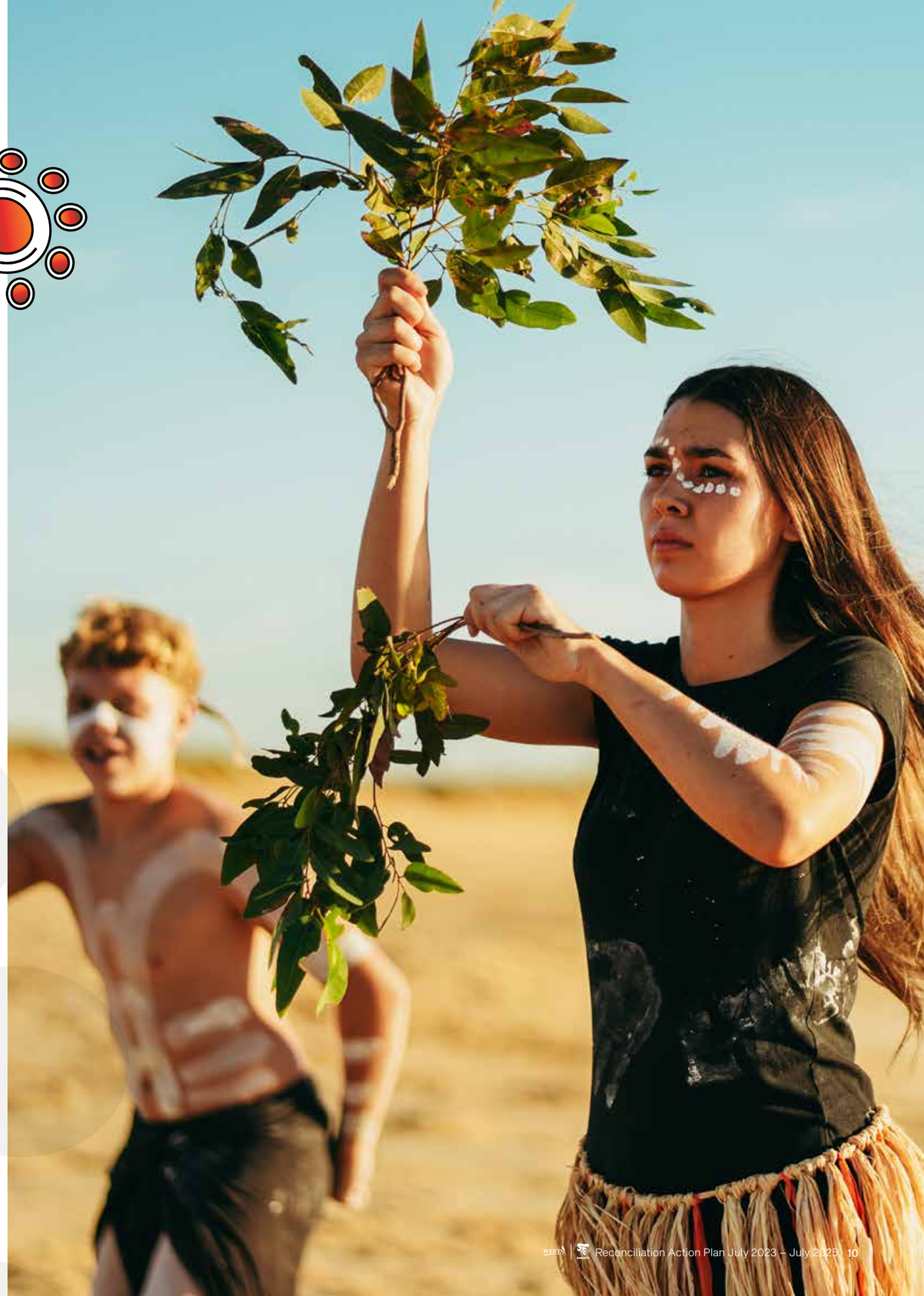
One of the key learnings has been the need for ongoing cultural competency across all levels of our organisation. While our Cultural Capability Training is a significant step, we've learned that this is an ongoing journey. Continuous education and engagement are essential to ensuring that cultural respect and understanding become ingrained in our everyday practices. Through collaboration with the University of Newcastle and other key community organisations, we can expand our learning.

CHALLENGES IN POLICY IMPLEMENTATION

While we have made significant strides in policy development, particularly with our First Nations Cultural Leave policy, we've faced challenges in driving awareness and uptake among our staff. This has highlighted the need for more targeted internal communication strategies and additional support to ensure that all employees understand and can access these policies.

THE NEED FOR GREATER INDIGENOUS REPRESENTATION

Our work with the RAP Working Group (RWG) has underscored the value of Indigenous voices in guiding our reconciliation efforts. However, we've also identified a need to further increase Indigenous representation within the RWG and across our broader workforce. This will help ensure that our initiatives are more inclusive and reflective of the diverse communities we serve.



COMMUNICATION AND ENGAGEMENT

The Newcastle Knights Aboriginal Advisory Group (AAG) has been integral in guiding our community engagement and social impact initiatives across the organisation. Their input has helped us navigate cultural protocols and ensure that our strategies resonate with and support the communities we aim to serve. The AAG's role in providing cultural guidance has been invaluable, highlighting the need for their continued involvement in shaping our initiatives.

These learnings are guiding our future actions and strengthening our commitment to reconciliation. We are dedicated to building on these insights, continuing to listen, learn, and adapt as we work towards a more inclusive and culturally respectful organisation.

ADVISORY GROUPS

Our RAP progress has been guided by the AAG, composed of key Indigenous leaders within our community. They provide critical advice on matters related to employment, engagement, and events.

First Nations Working Group: Wests Group Implemented a First Nations Working Group to provide advice on internal policies for workforce-wide implementation, ensuring that our strategies align with the needs and perspectives of First Nations employees.

RAP Working Group: Our organisation developed an internal Working Group composed of senior leaders who are responsible for actioning RAP deliverables and monitoring progress.

Relationships

Relationships

Building and fostering respectful relationships with Aboriginal and Torres Strait Islander people is central to realising and living our vision for reconciliation. We recognise that intentional partnerships with First Australians will create a genuine conduit to achieving unity, equity, trust, cultural knowledge, appreciation and resilience across our organisation, our region and beyond.

We will honour these relationships through all we do on and off the field. Through the game of rugby league we will encourage Aboriginal and Torres Strait Islander boys and girls to aspire to play for our Club and we will support these young people in achieving their personal goals. We will strive to create an organisation wide culture of inclusion and respect so that all First Australians feel welcome, valued and safe within our Club and at our games. And, through the community programs delivered by the Wests Knights Foundation, we will advocate for and educate Aboriginal and Torres Strait Islander people around health and wellbeing to help achieve better life outcomes.

Action	Deliverable	Notes
1. 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.	Organise at least one internal event each year for NRW (27 May - 3 June).	Wests/Knights hosted an internal NRW event on Tuesday 28th May. A web story was developed highlighting the event and NRW more broadly.
	Register all our NRW events via Reconciliation Australia's NRW website.	Internal Wests/Knights NRW event registered with RA.
	Engage local artists, dancers and community groups to participate in Indigenous Round game day activities.	Collaborating with NRL School to Work program, the Club has engaged dancers via the program to perform on Indigenous Round (Minimbah Dance). Further, community groups have been invited to activate in the fan zone, and perform a cultural smoking onfield.
	Download and circulate Reconciliation Australia's NRW resources and materials to our staff.	Following the Wests NRW event, an event summary, update on policies relating to First Nations employees, and RA resources were circulated to staff.
	Knights members and fans to participate in community events to recognise and celebrate NRW via promotion of local events on our website and/or social media channels.	Knights encouraged participation of a number of community events during NRW including; Awabakal jersey drop, Knights Indigenous Round (Awabakal 50/50 partner).
	Staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Knights Community Coordinator and Aboriginal Project Officer attended the University of Newcastle NRW Ball.
	Invite a non profit organisation that supports First Nations communities to be the Knights' Indigenous Round charity partner with an opportunity to fundraise at Indigenous Round home games.	Awabakal AMS were our charity partner on Indigenous Round.
	The NRL Indigenous Round is the Code's formal acknowledgement of National Reconciliation Week and the Knights will embrace this event to celebrate and elevate Aboriginal and Torres Strait Islander cultures.	Knights had a BYE in 2023 Indigenous Round and instead delivered our Indigenous Round celebration the following round, RD13. Engagement with Aboriginal and Torres Strait Islander organisations and community groups for participation on game day. Further, the Club held events during the lead up to acknowledge this significant round.
	In the event the Indigenous Round falls on a Knights away game, the home match either immediately preceding or proceeding Indigenous Round (or, failing that, the closest home match to Indigenous Round) will serve to celebrate and elevate First Nations culture.	Successful Indigenous Round on Friday 31st May, 2024.
	RAP Working Group members to participate in an external event NRW event.	Several members of the RWG participated in the University of Newcastle Reconciliation Week Ball event.
2. Establish and maintain mutual beneficial relationships with Aboriginal and Torres Strait Islander stakeholder and organisations.	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	As per the community strategy, Knights Commercial team have established a plan to collaborate with Aboriginal and Torres Strait Islander organisations. Commercial partnerships with key organisations including Wellington Aboriginal Corporation Health Service (WACHS) and Galambila outline objectives relating to health and wellbeing, cultural connection, and game day experiences. The Knights have a community partnership in place with Awabakal AMS.
	Include a list of Aboriginal and Torres Strait Islander stakeholders and organisations on the Newcastle Knights website.	In progress of including a list of organisations that the Club engage with or have an active partnership in place.

	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Knights AAG has guided the Club on ongoing engagement with Aboriginal and Torres Strait Islander communities and organisations.
3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Distribute our Reconciliation Action Plan to all staff, sponsors and community partner organisations we support.	RAP hard copies were distributed at the launch event, NRW event, stakeholder meetings, and each Wests/Knights facility, and published digitally.
	Upload the Reconciliation Action Plan to the Newcastle Knights website.	The RAP is published on the Knights website with an accompanying story.
	Develop and implement an external communications plan to engage and inform key stakeholders and members about key outputs of our Reconciliation Action Plan.	A plan was developed to inform internal and external partners of key milestones, learnings, and progress, including RAP Launch, NRW event, club community involvement, RAP progress report, web stories, and social media. This is an ongoing action.
	Develop and implement an internal communications plan to raise awareness amongst all staff across the organisation about our Reconciliation Action Plan commitments.	A communications plan was established to guide internal awareness, education, and engagement, using the internal system (Ryver) to circulate RAP updates, events, and encourage participation.
	Positively influence our external stakeholders to drive reconciliation outcomes.	Public facing activations on game day. Invitation to corporate partners to attend the RAP Launch. Expand partnerships with WACHS and Galambila to influence and drive reconciliation outcomes.
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories at our internal NRW event.	Invitation to AAG and Aboriginal and Torres Strait Islander community members to discuss their reconciliation story at our internal NRW event.
	Promote reconciliation through ongoing and proactive engagement with internal and external stakeholders.	Aboriginal Project Officer continues to promote Reconciliation via internal and external stakeholders. Participation in NAIDOC interview with Lake Macquarie Council, attendance at NRW events (University of Newcastle), attendance at local NAIDOC community events, attendance at local NAIDOC School assemblies.
	Collaborate with RAP organisations and other like-minded organisations to develop innovate approaches to advance reconciliation.	Ongoing collaboration with organisations such as the University of Newcastle (Cultural Competency Training), NSW Police, Cultural Choice, Ungooroo, Awabakal, Galambila, Clontarf, WACHS.
	Communicate our Commitment to Reconciliation publicly.	Knights and Wests websites - Community highlights. Further, a web story was developed after NRW and NAIDOC to highlight the Clubs engagement and commitment.
	Publish regular articles sharing the Newcastle Knights reconciliation journey across all digital and social media channels.	RAP Launch 29th November with announcement publicly. Welcome to Country club video announced publicly on Wests Group and Knights community pages. Stories highlighting Knights participation at local NAIDOC and NRW events also publicised.
4. Promote positive race relations through anti-discrimination strategies	Continuously review and improve HR policies and procedures to identify existing anti-discrimination provisions and future needs to ensure fairness and equity for Aboriginal and Torres Strait Islander employees.	DEI policy reviewed January 2024 to expressly mention Aboriginal and Torres Strait Islander people. All HR policies continue to be reviewed with DEI lens across them.
	Develop, implement and communicate and anti-discrimination policy for our organisation.	DEI policy & respectful workplace policies exist - explore need for this additional policy or inclusion into existing. The Respect in the Workplace Policy will be socialised to the workforce with an accompanying knowledge quiz to ensure workforce understanding.
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	First Nations Cultural Leave policy discussed with Advisory Committee before being released. DEI policy revised and circulated 12 February 2024.
	Educate senior leaders and staff on respectful workplace diversity and inclusion policies.	Cultural Capability training commenced in August 2024 with senior leaders.
	Educate senior leaders on the effects of racism.	Training has commenced in August 2024.

CELEBRATING CULTURE

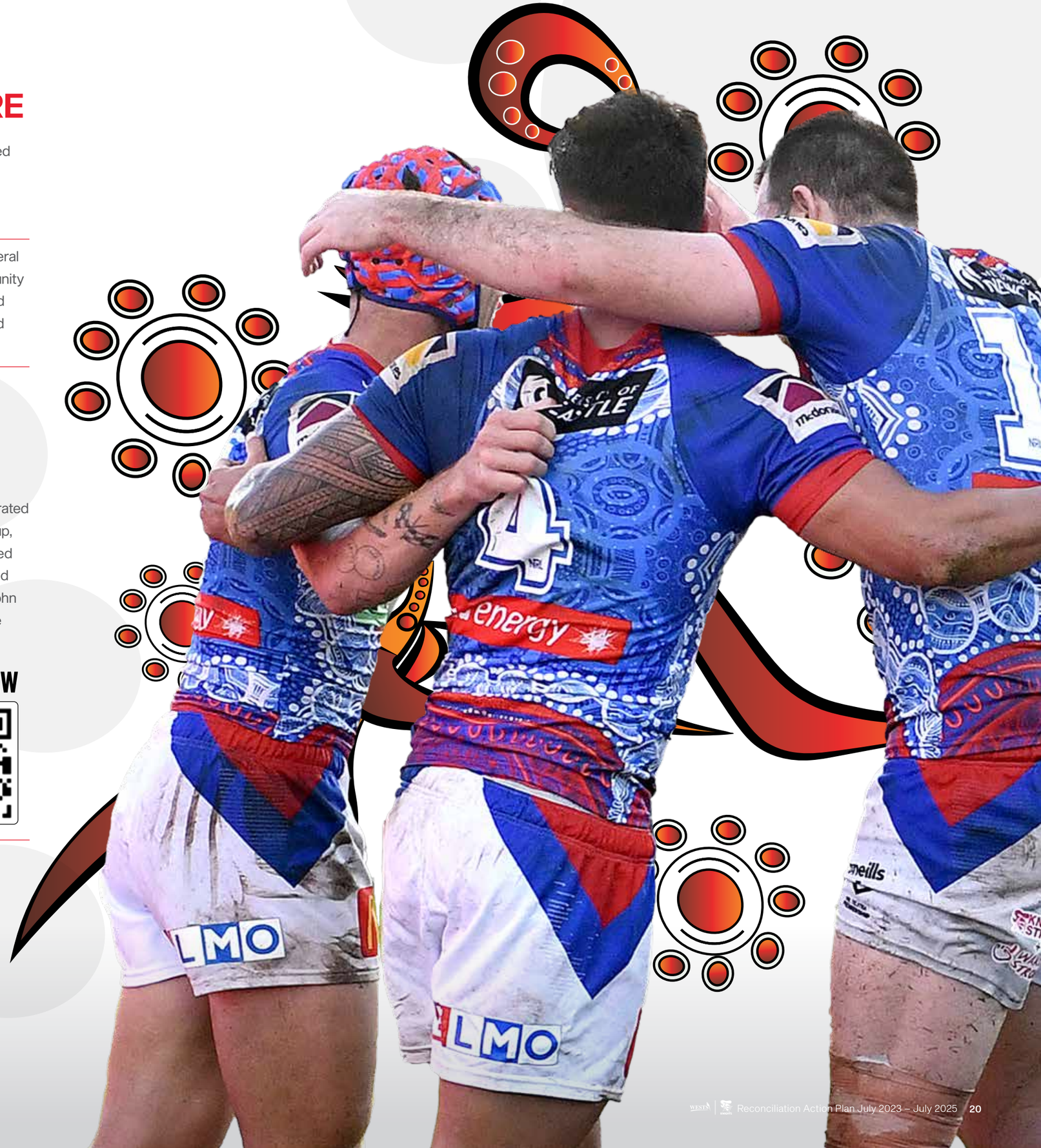
National Reconciliation Week (NRW): Wests Group delivered a staff-wide NRW event, offering opportunities to learn about our commitments, celebrate culture, and hear from key Indigenous speakers.

NAIDOC Week: Knights players and staff participated in several key events across the region, including the Awabakal Community Day, Lake Macquarie flag-raising ceremony, and the Raymond Terrace community festival, celebrating the theme "Blak Loud and Proud, Keep the Fire Burning."

ACKNOWLEDGEMENT TO COUNTRY VIDEO

Demonstrating our commitment to reconciliation, we collaborated with the NRL School to Work Program, Minimbah Dance Group, and local Elders to create a cultural welcoming video. Displayed at each home game of the 2024 NRL season, the video, guided by the Knights AAG, includes key cultural elements like the John Shortland Map from 1797, marking the official discovery of the Hunter River.

SCAN TO VIEW



Respect

Respect

The Newcastle Knights believe that to achieve genuine reconciliation, the wider community needs to learn more about Aboriginal and Torres Strait Islander cultures and traditions so that we can truly understand the deep connection between First Nations people and their Country. The Club, with its large supporter base, is in a position to be a leader in this space.

We can influence and encourage the wider community to be respectful and open their minds and hearts to achieve greater understanding around cultural sensitivity, awareness and appreciation.

Action	Deliverable	Notes
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Completed. Partnership with University of Newcastle for Cultural Capability training.
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Consultation with University of Newcastle and Knights AAG.
	Work with local Traditional Owners and other relevant Aboriginal community organisations to develop and deliver cultural sensitivity training 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 and/or cultural immersion).	Cultural Capability training has been developed with the University of Newcastle. 70 senior leaders have completed training.
	Develop, implement and communicate a cultural learning strategy document for our staff.	Strategy developed - with Employee Consultation Committee for feedback - meeting 1 May 2024. Launched to the workforce and actions underway.
	Provide opportunities for RAP Working Group members, HR managers and other key leaderships staff to participate in formal and structured cultural learning.	Training for senior leaders has been completed
	Promote Reconciliation Australia's Share Our Pride online information tool to all staff.	Implemented in Cornerstone (staff communication/training platform) and pushed to all staff in May 2023.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop a list of key contacts for organising a Welcome to Country or Acknowledgement of Country and maintaining respectful partnerships.	The Club and AAG have developed a list of key contacts and relationships with Indigenous bodies for cultural ceremonies.
	Staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.	Staff include an Acknowledgement at the start of all RWG and those events as identified in the Cultural Protocol document. It was determined through AAG consultation that not all meetings require an Acknowledgment.
	Extend the wording of the Acknowledgement of Country to include surrounding nations ie. Worimi, Wonnarua, Geawegal and Darkinjung.	The extended Acknowledgement to Country is displayed at the Knights Centre of Excellence.
	Include an Acknowledgement of Country on all employee email signatures	This has been implemented across the organisation.
	Develop, implement and communicate a cultural protocol document to govern continuing performance of Welcome to Country and Acknowledgement of Country at home games and all significant club events including Season Launch, Awards Night and other significant functions.	Cultural protocol document in development
	Invite suitable/relevant Aboriginal and Torres Strait Islander community representatives to engage with the club to explain the significance of Welcome to Country and Acknowledgement of Country.	AAG and Indigenous community members invited to attend and engage with the Club at various internal events - NRW event, Indigenous Jersey Presentation, Game Day, Cultural Night to speak on the significance of Welcome to Country and Acknowledgement of Country.

	Design and display an Acknowledgment of Country plaque in the Knights Centre of Excellence.	Completed Monday 27th November 2023.
	Increase staff's understanding of the purpose and significance behind cultural protocol, including Acknowledgement of Country and Welcome to Country.	Events and communications surrounding NRW have been circulated educating staff on cultural protocol. Further, a Cultural Protocol document has been developed to increase understanding of cultural ceremonies.
	Invite a Traditional Owner or Awabakal Elder to provide a Welcome to Country at significant events including first and last round home matches and Indigenous Round and provide an Acknowledgement of Country at all other home matches.	Match day planning to include an invitation to Elder of our Community. Awabakal Elder, Aunty June Rose performed the Welcome to Country at RD1 - Thursday 7th March. Great grandson, Billum performed Welcome on behalf of Aunty June RD13 Indigenous RD. Club Welcome to Country video played at each home game and significant event.
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness amongst staff around the meaning of NAIDOC week and promote community events in our local area.	Knights staff and players attended various local schools and community organisations for the 2023 and 2024 NAIDOC Week celebrations, raising awareness and encouraging participation.
	RAP Working Group to participate in an external NAIDOC Week event.	Working Group members and Knights players attended several NAIDOC Week events, including those in Newcastle, Lake Macquarie, and Raymond Terrace.
	Support external NAIDOC Week community events via staff and player appearances.	Staff and players attended numerous local schools and community organisations as part of the NAIDOC Week celebrations.
	Invite the Newcastle Knights RAP Working Group to participate in an external NAIDOC Week event.	RWG invited and attended several NAIDOC community celebrations (Awabakal, Worimi, Lake Macquarie).
	Celebrate and promote NAIDOC Week via Knights matches that coincide with NAIDOC Week, home and away.	NAIDOC Week falls during consecutive away games. Wests Group encouraged participation at local events and players engaged at multiple events.
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Review has been conducted to remove barriers, allowing staff to participate in NAIDOC Week.
	Promote and encourage participation in external NAIDOC Week events to all staff.	Communications provided to workforce to encourage participation at local NAIDOC events (Awabakal, Worimi, Lake Macquarie).
8. Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.	Establish an Aboriginal and Torres Strait Islander dates of significance calendar.	Internal calendar has been created, highlighting dates of significance. All future Wests/Knights internal events to be included as well as local community events.
	Staff to acknowledge and celebrate Aboriginal and Torres Strait Islander dates of significance throughout the year.	Staff communications circulated ahead of key events to encourage participation and educate about histories, cultures, and achievements. Staff and players attended local NRW and NAIDOC events.
	Develop a cultural leave policy to ensure no barriers to staff participating in important dates on the Aboriginal and Torres Strait Islander calendar like NAIDOC Week activities, or sorry business.	Cultural Leave policy was implemented in December 2023.
9. Educate and acknowledge the significance of January 26 in relation to the conflicting cultural significance of this date in Australia.	Develop and implement and actively communicate a position in relation to the Australia Day public holiday, which allows relevant full-time staff to work on 26 January and take the public holiday leave day at a time of individual choosing.	The newly implemented Wests Group's First Nations Cultural Leave policy allows First Nations employees to work on January 26 and take the public holiday leave on a different day of their choice. This leave has been accessed by a small number of staff, focus is to continue to promote it to the workforce.
	Educate personnel across the organisation about the cultural sensitivities surrounding January 26 to ensure all staff are informed and respectful about personal choice relating to the above noted position and policy.	Manager briefing explained Cultural Leave policy function and how to implement on launch in January 2024. Cultural sensitivities were not discussed in this briefing and this should be carried into training. Email will launch to workforce and managers in December 2024. Lee Smith/Rachel Jones to discuss at Exec meeting in December.
	Staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.	Meeting leader performs an acknowledgement at the commencement of key meetings (as guided by Knights AAG).

Opportunities

EMPLOYEE RETENTION, PROFESSIONAL DEVELOPMENT & LEARNING

Cultural Leave Policy: Implemented in December 2023, this policy allows First Nations employees to work on January 26 and for First Nations employees to access three (3) days of Cultural Leave in each year of their employment, promoting cultural sensitivity and respect.

Cultural Capability Training: In partnership with the University of Newcastle, we have developed a training program to foster a culturally respectful and inclusive workplace. Training has commenced with senior leaders in 2024 and has been rolled out to managers across the organisation.

Recruitment Strategy: Our recruitment strategy has been reviewed with a focus on increasing opportunities for First Nations candidates, ensuring greater diversity and inclusion within our workforce.

Opportunities

We are committed to creating opportunities that genuinely reflect and support our vision for reconciliation. In sustaining, developing and delivering internal and external facing opportunities, we will prioritise programs that enrich personal and community outcomes by promoting unity, excellence and equity in health, education and employment for all First Australians.

As an organisation we will commit to refining and implementing policy and procedure that will facilitate the engagement, employment, retention and professional development of Aboriginal and Torres Strait Islander people. We will also explore opportunities to support the wider industry by engaging and developing relationships with Aboriginal and Torres Strait Islander businesses to supply goods and services to our club.

Our external commitments will take a two pronged approach; we will continue our support of services and programs that have proven results in fostering positive outcomes for First Nations peoples and we will develop new programs and services that respond to clear social needs or disparities impacting Aboriginal and Torres Strait Islander people.

The Newcastle Knights' continuing support of the NRL's Adopt-A-School and School To Work programs is an example of our commitment of extending programs that work; both programs continue to achieve positive results in fostering personal learning, growth and confidence at varying stages of the education journey.

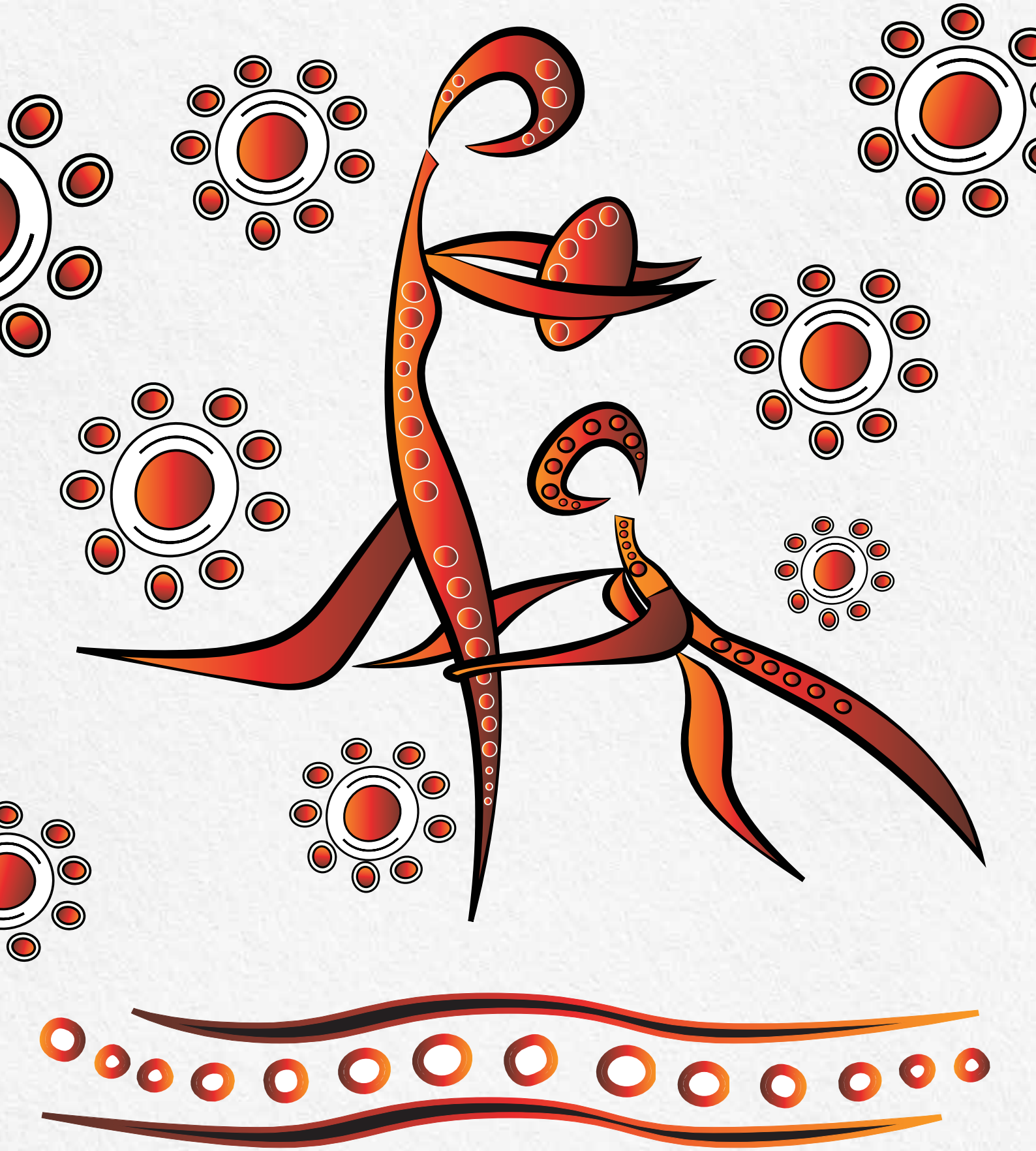
We will continue to work with the NRL on these and other programs that journey alongside young Aboriginal and Torres Strait Islander people as they realise their individual and collective potential.

We will also continue and build on our existing Knight Strong Indigenous health and wellbeing program to support Aboriginal Medical Services and other health based organisations in delivering quality health programs to First Nations peoples across our region.

Action	Deliverable	Notes
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Attract and maintain an Aboriginal and Torres Strait Islander workforce that is reflective of the community we serve.	Job applications encourage Aboriginal and Torres Strait Islander people to apply. Workforce strategy that aligns with our community and seeks partnerships with organisations such as Clontarf Foundation. We have redesigned our employee onboarding forms to ensure we are capturing data regarding Aboriginal and Torres Strait Islander status and can continue to build our data on our existing workforce.
	Ensure Aboriginal and Torres Strait Islander players are available for selection for the Indigenous All Stars game and associated activities.	Tamika Upton and Adam Elliott selected for 2024 Indigenous All Stars representative squads.
	Develop and implement an Aboriginal and Torres Strait Islander employment, retention and professional development strategy with Aboriginal and Torres Strait Islander staff and community input.	Strategy rolled out in June 2024.
	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.	DEI & Respect policies reviewed and released. Cultural Leave policy launched. Update: The revised Recruitment policy was launched in June 2024.
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Newly implemented policies and request for further staff data will inform decision making around employment and professional development.
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.	Completed in 2022 and remains in place.
	Advertise all vacancies in Aboriginal and Torres Strait Islander media to effectively reach First Nation stakeholders.	Advertisement on Indigenous Employment Australia website refreshed monthly.
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	First Nations Working Groups held with First Nations staff twice during 2024, with their input used to develop the Recruitment, Retention and Professional Development Strategies.
11. Support Aboriginal and Torres Strait Islander students to improve education and employment outcomes through the NRL's School to Work program.	Provide assistance to the NRL School to Work Project Officers to ensure they have the support needed to deliver the program and achieve meaningful educations and employment outcomes for their students.	The Club collaborates with the NRL S2W team for ongoing support and providing opportunities, including RAP Launch, SEWB on Country, Youth Summit, Participant Graduation, Game Day performances, and Cultural Immersion days.
	Investigate creating a scholarship for Aboriginal and Torres Strait Islander students who excel in the NRL School to Work or other community based programs and wish to continue onto higher education or apprenticeships.	Wests/Knights will explore implementing a suitable scholarship for 2025.
	Reward and recognise high performing NRL School to Work students and students from other community based programs with internships/game day experiences /work experience/employment opportunities.	The Club acknowledges the success of NRLS2W participants via providing game day opportunities, invitation to significant Club events (RAP Launch, Cultural Immersion Days), participation in Club Official Welcome video, invitation to attend Centre of Excellence Youth Summit presentation, Knights staff attending S2W awards night. Club to explore opportunities for work experience.

	Investigate opportunities for the Wests-Knights Foundation to partner with industry to drive employment opportunities for Indigenous and Torres Strait Islander people.	Wests Group has partnered with the NRL School to Work and Clontarf Academy to deliver industry days, providing an opportunity to experience a range of careers at Wests.
	Celebrate the success of NRL School to Work participants and promote good news stories through our website and social media channels.	Published a web story highlighting the four indigenous students who were selected to represent the region and our Club at the NRL Indigenous Youth Summit. Further, students of the program were acknowledged for their participation in the Club Welcome Project.
	Engage NRL School to Work and other community based program participants in Indigenous Round game day activities.	NRL School to work in collaboration with the Minimbah Dance Group were invited to participate in cultural celebrations on Indigenous Round.
12. Support improved personal development, health and wellbeing outcomes for First Nations people.	Through the Wests-Knights Foundation, customise and deliver the existing Knight Strong Indigenous health and wellbeing program to support Aboriginal Medical Health Services across our region in delivering high quality health programs for First Nations people.	Ongoing consultation with regional AMSs for collaboration on health programs. Community engagement with Biripi, Ungooroo, Awabakal, Wellington, Galambila, and Tamworth, with player involvement.
	Deploy players/staff via the Adopt-a-School program to educate First Nations students about the importance of positive personal development, respectful relationships and health and wellbeing.	Aligned Indigenous players with schools of high indigenous population to support development and positive relationships.
13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity with our organisation.	Through the Wests-Knights Foundation, work collaboratively with communities and Indigenous organisations to develop programs that aim to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people in our local community.	As of June 2024, a community/commercial partnership with Galambila AMS focuses on anti-smoking. The Knights also have a second-year partnership with Wellington AMS (WACHS). Further engagement includes Cultural Choice, Proud Boys (NSW Police), NRL S2W, Minimbah Dance, Manning Great Lakes (Girls to the Front), Clontarf, CareerLinks (Yakka Program), and Awabakal.
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Group Purchasing Manager has reviewed our current policies & procedures and there are no barriers for any business within our purchasing & procurement.
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Our strategy is informal at this time as we are actively supporting Indigenous businesses both directly and indirectly via 3rd party wholesalers in line with the business needs and have confirmed that there are no barriers in place for Indigenous procurement. A Procurement Strategy is currently being drafted.
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services, including any businesses that may be used for personal purchases.	This list will continue to be populated over the coming months. The RWG will continue to record Indigenous local business partners to be able to market this internally in due course. The RWG is open to exploring other memberships.
	Investigate Supply Nation membership.	Wests has advanced to the next round of Supply Nation's onboarding process. Wests has requested additional information from Supply Nation about their data de-identification practices. Wests have consulted with internal legal to discuss the parameters, and we are currently awaiting a response from Supply Nation.
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	Within the business we have used Indigenous catering organisations and are also supporting Indigenous business via wholesale business partners at this time.
14. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	Publish RAP Working Group Report on Knights website.	The RAP is published on the Knights and Wests Group community pages as of August 2023. The progress report published September 2024.
	Meet at least four times per year to monitor and report on RAP implementation.	The Knights AAG meet six times per year. The Internal RWG meet quarterly. Progress reports are generated from each meeting and circulated to appropriate stakeholders.
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).	Currently the RWG has one Indigenous member. Wests/Knights seek to expand group to include further First Nations employees. Further, a First Nations Working Group (Wests) has been established to advise on policy and matters relating to employment.
	Establish and apply a Terms of Reference for the RWG.	-
	RWG oversees the development, endorsement and launch of the RAP.	-

Action	Deliverable	Notes
15. Build accountability and transparency through reporting RAP achievements, challenges.	Contact Reconciliation Australia to verify that our primary contact and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Primary and secondary contact details have been updated.
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Knights contacted RA in July 2023 seeking clarification on submission date and unique link for Impact Questionnaire. RA confirmed that a submission is not due in 2023. On track to complete 2024 Impact Survey.
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	On track to complete 2024 Impact Survey.
	Report RAP progress to all staff and senior leaders quarterly.	RAP Report generated on completion of each RWG meeting. Reports provided to Board of Directors (quarterly).
	Publicly report our RAP achievements, challenges and learnings annually.	2024 Public Report completed.
	Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer.	-
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	-
16.Provide appropriate support for effective implementation of RAP commitments	Appoint and maintain an internal RAP Champion from senior management.	The Chief Commercial Officer is appointed as RAP Champion.
	Define resource needs and budget to support RAP implementation.	Budget for 2024 RAP deliverables and Knight Strong programming is approved. Community strategy and budget development for 2025 are in progress.
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Senior leaders in the RWG will oversee RAP commitments for their departments. RWG meetings are scheduled quarterly, with reports for senior leaders and the Board of Directors.
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	An action document has been established to track progress and ensure commitments are met. Distributed to all RWG officers.
17. Review, refresh and update RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	-



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