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SOUTHSCARES

SOUTH SYDNEY RABBITOHS AND SOUTHS CARES

INNOVATE RECONCILIATION ACTION PLAN

MAY 2018 - MAY 2020



RECONCILIATION
ACTION PLAN

INNOVATE



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



A MESSAGE FROM SOUTH SYDNEY RABBITOHS CEO

It is an honour to launch the South Sydney Rabbitohs and Souths Cares Innovate Reconciliation Action Plan. The South Sydney Rabbitohs have always had a shared history and a proud affiliation with the Indigenous community. Our current training facility (Redfern Oval) is situated on the land of the Gadigal people of the Eora Nation, and our relationship with the traditional owners and the Indigenous community is extremely important to our Club. Redfern has also been the epicentre for the Indigenous civil rights movement, with the first Aboriginal Legal Service and the first Aboriginal Medical Service established within close proximity of the Rabbitohs training facility.

The South Sydney Rabbitohs have been strong advocates for Indigenous people; both on the Rugby League field and within the wider community. For many years, the South Sydney Football Club has been using the popularity of Rugby League and the Rabbitohs' brand to create positive social change, in particular for Indigenous individuals and communities. Throughout history, our Club has always had strong representation from Aboriginal and Torres Strait Islander athletes, with legends such as Eric Simms, Nathan Merritt and Greg Inglis representing the Rabbitohs.

Souths Cares was established in 2006 as an independent, public benevolent institution. The Souths Cares charity was built upon the foundations of the South Sydney Rabbitohs' proud history of helping the community. Cares is testament to the strong community values which are held by the Rabbitohs, and we are extremely proud of the work Souths Cares does in creating opportunities for Indigenous people within education, employment and health. Our programs have already delivered wonderful results, and will continue to do so.

On behalf of the Rabbitohs and Souths Cares I would like to recognise Reconciliation Australia for its ongoing role in promoting reconciliation and educating the community. I also thank Reconciliation Australia for their continuous support in assisting the Rabbitohs with this RAP. We look forward to continuing growing our relationship with the Aboriginal and Torres Strait Islander Community, in particular over the next two years as we work to reach (and exceed) the objectives of our RAP.

Blake Solly

Blake Solly
CEO
South Sydney Rabbitohs Football Club
Director
Souths Cares



A MESSAGE FROM SOUTHS CARES PROGRAMS AND OPERATIONS MANAGER

Our Reconciliation Action Plan is something which I am extremely proud of. Our RAP acknowledges the substantial contribution Aboriginal and Torres Strait Islander peoples have made to the South Sydney Rabbitohs, Souths Cares and the broader community.

Since being established in 2006, Souths Cares has worked hard to remove the inequalities experienced by Aboriginal and Torres Strait Islander peoples in key areas such as health, education and employment. Some of our achievements include:

- Over 400 Aboriginal and Torres Strait Islander candidates have been placed into employment under our New Careers for Aboriginal People initiative.
- More than 91% of the participants in our Nanga Mai Marri (Dream Big) program are achieving their HSC.
- More than 12,000 primary school students in regional/remote NSW have completed our Indigenous Oral Health Program.

We are proud of Souths Cares' and the South Sydney Rabbitohs' efforts to date in addressing inequalities experienced by Aboriginal and Torres Strait Islander peoples. We are committed to improving our service delivery for our people and increasing the opportunities and tools available to empower our mob.

I would like to thank Reconciliation Australia and my colleagues on our RAP Committee for their hard work in developing our Innovate Reconciliation Action Plan. Our RAP will provide another tool to ensure we continue to provide opportunities for Aboriginal and Torres Strait Islander peoples.

I look forward to working together with our partners over the next two years and I am confident we will reach (and exceed) the objectives of our RAP.

Alisha Parker-Elrez
Programs and Operations Manager
Souths Cares

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to achieve equality within education, employment and health. Our vision involves a greater understanding and respect for Aboriginal and Torres Strait Islander cultures throughout the broader Australian community.



OUR BUSINESS

South Sydney Rabbitohs

The South Sydney Rabbitohs enjoy one of the richest histories in the sport of Rugby League. Established in 1908, South Sydney has won 21 first grade premierships and has provided a record 68 internationals for the Australian Kangaroo squad. Fiercely loyal to its origins, the Club has consistently worn the cardinal red and myrtle green colours since its inception, a lasting tribute to the rabbit vendors who first played for the Club in the inner suburbs of Sydney.

As a tribute to the Club's unchanging and significant legacy, the National Trust of Australia has awarded the Rabbitohs the prestigious status of National Community Icon, the first such award to any sporting organisation in Australia.

Currently the South Sydney Rabbitohs employ 95 people which includes players, coaching staff and administration staff. Eight of these employees are Aboriginal and/or Torres Strait Islander peoples. The South Sydney Rabbitohs have a shared history and a proud affiliation with the Aboriginal community. Redfern has been the centre for the Aboriginal civil rights movement, with the first Aboriginal Legal Service and the first Aboriginal Medical Service established within close proximity of the Rabbitohs' training and administration facility at Redfern oval.

The South Sydney Rabbitohs have been strong advocates for Aboriginal peoples; both on the Rugby League field and within the wider community. For many years, the South Sydney Football Club has been using the popularity of Rugby League and the Rabbitohs' brand to create positive social changes, in particular for Aboriginal and Torres Strait Islander peoples and their communities.

Souths Cares

Souths Cares was established in 2006 as an independent, public benevolent institution. The creation of the Souths Cares charity came from the foundations of the South Sydney Rabbitohs' long and proud history of helping the community. Souths Cares' charter is to support disadvantaged and marginalised youth and their families through the delivery of capacity building programs addressing education, training, health and employment needs.

Originally established to support the South Sydney region, the demand for Souths Cares' programs has seen the charity grow substantially in the past few years with staff now employed across four locations in Sydney including Redfern, Liverpool, Penrith and Fairfield. Souths Cares employs 11 staff, 8 of which are Aboriginal (73% Aboriginal employment rate).

To achieve its mission, Souths Cares delivers a number of community based programs which include:

- Nanga Mai Marri (Dream Big)
- New Careers for Aboriginal People
- Juvenile Justice Joint Support Program
- Rabbitohs KARI Wellbeing Program
- The Indigenous Oral Health Program

OUR RAP

The South Sydney Rabbitohs established this Reconciliation Action Plan in conjunction with Souths Cares, our community partners and Reconciliation Australia. Our Innovate RAP demonstrates our commitment to the Closing the Gap targets as we strive to close the social, health and economic gap between Aboriginal and Torres Strait Islander peoples and other Australians through our community-based programs.

Our Reconciliation Action Plan outlines how we will promote the key messages of reconciliation, with a particular emphasis on:

- The South Sydney Rabbitohs and Souths Cares Boards, Staff and Players understanding our deep connection with the Aboriginal and Torres Strait Islander community and respecting the values of Aboriginal and Torres Strait Islander peoples. We will work together to further enhance the ties between the Aboriginal and Torres Strait Islander community, the South Sydney Rabbitohs and Souths Cares.
- Providing opportunities for Aboriginal and Torres Strait Islander peoples to reach their full potential through community programs supporting education, employment, training and health.
- Increasing community knowledge of Aboriginal and Torres Strait Islander cultures, and demonstrating respect in every interaction we have with Aboriginal and Torres Strait Islander peoples.
- Increasing opportunities for Aboriginal and Torres Strait Islander peoples to participate in Rugby League and the broader community.

Both the South Sydney Rabbitohs and Souths Cares have an important role to play as community leaders. Both organisations have worked hard towards building strong relationships and respect between Aboriginal and Torres Strait Islander peoples and other Australians.

The South Sydney Rabbitohs are the most recognised sporting organisation in Australia and have the ability to play a leading role in reconciliation in our community through our Members, Supporters and Sponsors and through a national media platform.

The South Sydney Rabbitohs and Souths Cares formed a RAP Committee during 2017 to develop our RAP with the objective of providing a structured and measurable approach to the expression of previous and new commitments. Our goal was to have our RAP completed and launched during Reconciliation Week in May 2018.



OUR RAP COMMITTEE

Members

Our RAP Committee consists of six members, three of which are Aboriginal people.



Alisha Parker-Elrez
Chairperson

Programs and Operations
Manager, Souths Cares



Greg Inglis

Player, South Sydney
Rabbitohs



Cody Walker

Player, South Sydney
Rabbitohs



Shannon Donato

Chief Commercial Officer,
South Sydney Rabbitohs



Ben Clink

Head of Digital, Data &
Insights, South Sydney
Rabbitohs



Michaela Knight

Graphic Designer,
South Sydney Rabbitohs

Our RAP Committee has been carefully selected to include senior leaders from the Rabbitohs playing group, South Sydney Football Club administration staff and Souths Cares staff.

Responsibilities

Our RAP Committee has been responsible for developing our strategy and undertaking consultation with the Aboriginal and Torres Strait Islander community as well as other key stakeholders. Our RAP Committee will be responsible for championing our RAP both internally and externally, as well as meeting at least twice a year to evaluate and report on our progress in achieving the objectives of our RAP.

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OUR PARTNERSHIPS

KARI

KARI is Australia's largest Aboriginal foster care agency and has a strong reputation for being a leader amongst Aboriginal service providers. KARI, the South Sydney Rabbitohs and Souths Cares share a number of community values and have been working together to improve outcomes for Aboriginal and Torres Strait Islander peoples since 2012. KARI featured on the Indigenous jersey design each year between 2014 and 2017.

In 2017, the 'Rabbitohs KARI Wellbeing Program' was launched to help improve the health and wellbeing of primary school students. In its first year, the program was delivered to over 7,000 primary school students and is on target to reach 8,000 primary school students in 2018.

Randwick City Council

Randwick City Council work in partnership with the South Sydney Rabbitohs and Souths Cares to deliver employment, education and health promotion programs for the local Aboriginal and Torres Strait Islander community. Randwick City Council has also supported the South Sydney Rabbitohs and Souths Cares NAIDOC Festival since 2015.

Our partnership with Randwick City Council will continue to grow with the development of the Rabbitohs Community and High Performance Centre (CHPC) in Heffron Park, Maroubra. Once completed, the CHPC will be a substantial community resource which will enable the Rabbitohs and Souths Cares to grow our education, employment and health programs delivered for Aboriginal and Torres Strait Islander peoples.

Department of Prime Minister and Cabinet

Department of Prime Minister and Cabinet (and previously Department of Education, Employment and Workplace Relations) have funded the Nanga Mai Marri (Dream Big) program since 2011. The Nanga Mai Marri program is a school-to-work mentoring initiative which supports Aboriginal and Torres Strait Islander high school students to achieve their High School Certificate and then successfully transition into employment, training and/or tertiary education.

Currently there are more than 90 participants in the Nanga Mai Marri program who are being supported to achieve their education and employment aspirations. For the past three years, the program has achieved above a 91% success rate for participants obtaining their HSC.

NSW Department of Transport

NSW Department of Transport has been working in partnership with the South Sydney Rabbitohs and Souths Cares since 2016 to support employment opportunities for Aboriginal and Torres Strait Islander young people involved in the Nanga Mai Marri (Dream Big) program.

In 2018, NSW Department of Transport and Souths Cares launched the 'Breakfast Bootcamp' program at two high schools and two primary schools in the South Eastern Sydney region with large numbers of Aboriginal and Torres Strait Islander students. The Breakfast Bootcamps promote physical fitness and healthy nutrition whilst also increasing student's school attendance and building relationships between students, teachers, Souths Cares mentors and the Aboriginal and Torres Strait Islander community.

NSW Department of Justice

NSW Department of Justice have been working together with the South Sydney Rabbitohs and Souths Cares since 2014 to support Aboriginal and Torres Strait Islander school-based traineeships and to increase the number of Aboriginal and Torres Strait Islander employees within the Department.

In 2016, Souths Cares entered a formal partnership with NSW Department of Justice (Juvenile Justice) to deliver job readiness and employment mentoring for young offenders within South Western Sydney. In 2018, Souths Cares will be launching a brand initiative called the 'Deadly Youth Mentoring Program' with the support of the NSW Department of Justice.

NSW Department of Industry

Souths Cares and the NSW Department of Industry have been working together since 2015 to achieve training and employment outcomes for Aboriginal and Torres Strait Islander peoples under the New Careers for Aboriginal People (NCAP) program.

The NCAP program is facilitated by Souths Cares from two project locations; Western Sydney and South Western Sydney. With the support of the NSW Department of Industry, Souths Cares has achieved over 400 successful employment placements for Aboriginal and Torres Strait Islander employment candidates under the NCAP program.

The Poche Centre for Indigenous Health

The Poche Centre for Indigenous Health was established to deliver specialist health services for Aboriginal and Torres Strait Islander peoples, promote collaboration and research into best practice for health promotion as well as support education and career pathways for Aboriginal and Torres Strait Islander peoples. Souths Cares, the South Sydney Rabbitohs and the Poche Centre for Indigenous Health share a number of community values and have been working in partnership since 2012 to deliver the Indigenous Oral Health Program.

Colgate

Colgate have been partnering with the South Sydney Rabbitohs and Souths Cares since 2013 to support the Indigenous Oral Health Program and other health promotion initiatives which promote oral health, physical activity and nutrition for Aboriginal and Torres Strait Islander communities.





CELEBRATING CULTURE

Souths Cares and South Sydney Rabbitohs NAIDOC Festival

NAIDOC Week commences from the first Sunday in July and is a nation-wide celebration of the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples. Since 2015, Souths Cares and the South Sydney Rabbitohs have been hosting an annual NAIDOC Festival at Heffron Park, Maroubra.

The Souths Cares and South Sydney Rabbitohs NAIDOC Festival includes an Aboriginal cultural ceremony, traditional dance and music performances as well as a range of 'hands on' activities and workshops showcasing Aboriginal and Torres Strait Islander cultures. The Souths Cares and South Sydney Rabbitohs NAIDOC Festival aligns with the national NAIDOC theme, which is established by the NAIDOC Committee each year.

The 2015 NAIDOC theme was 'We all Stand on Sacred Ground: Learn, Respect and Celebrate' which emphasized the important spiritual and cultural connections to land and sea held by Aboriginal and Torres Strait Islander peoples.

The 2016 NAIDOC theme was 'Songlines: The Living Narrative of Our Nation'. Songlines are the tracks created by ancestral spirits during the dreamtime as they 'sung' the land into life. Songlines have been passed down for thousands of years and are central to the existence of Aboriginal and Torres Strait Islander peoples.

The 2017 NAIDOC theme was 'Our Languages Matter', which emphasized and celebrated the importance, resilience and richness of Aboriginal and Torres Strait Islander languages.

In 2018, the NAIDOC theme will be 'Because of Her, We Can!' and will be a celebration of the invaluable contributions that Aboriginal and Torres Strait Islander women have made, and continue to make to our communities, our families, our rich history and to our nation.

The annual Souths Cares and South Sydney Rabbitohs NAIDOC Festival continues to grow, with bigger crowds and more performers and community stall holders joining the festival each year. The 2018

NAIDOC Festival will again provide Souths Cares and the South Sydney Rabbitohs with a great opportunity to celebrate the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

South Sydney Rabbitohs Indigenous Round

In 2009, the National Rugby League established the annual 'Close the Gap' Round in support of important initiatives which seek to close the health, education, employment and social gaps between Aboriginal and Torres Strait Islander peoples and other Australians. In 2015, Close the Gap Round was replaced by Indigenous round, with a new focus on celebrating the achievements and contributions of Aboriginal and Torres Strait Islander peoples to Rugby League and the broader community.

Each Indigenous round provides an opportunity for the Rabbitohs' Aboriginal and Torres Strait Islander players to share where their family is from and share their cultures and traditions with the playing group. The Indigenous round also provides a great opportunity for non-Indigenous Rabbitohs players to learn about Aboriginal and Torres Strait Islander cultures and promote the values of Reconciliation as non-Indigenous Australians.

The South Sydney Rabbitohs have maintained an impressive record during Indigenous and Close the Gap rounds, winning 7 out of 10 encounters:

- 2018 Indigenous Round: South Sydney Rabbitohs defeated St. George Illawarra Dragons 24-10
- 2017 Indigenous Round: South Sydney Rabbitohs defeated Wests Tigers 28-8
- 2016 Indigenous Round: South Sydney Rabbitohs defeated St. George Illawarra Dragons 34-24
- 2015 Indigenous Round: Manly Warringah Sea-Eagles defeated South Sydney Rabbitohs 28-8
- 2014 Close the Gap Round: South Sydney Rabbitohs defeated Brisbane Broncos 42-16

- 2013 Close the Gap Round: South Sydney Rabbitohs defeated Manly Sea-Eagles 22-10
- 2012 Close the Gap Round: South Sydney Rabbitohs defeated Gold Coast Titans 22-18
- 2011 Close the Gap Round: South Sydney Rabbitohs defeated Parramatta Eels 56-6
- 2010 Close the Gap Round: Penrith Panthers defeated South Sydney Rabbitohs 54-18
- 2009 Close the Gap Round: Gold Coast Titans defeated South Sydney Rabbitohs 22-14

The NRL Indigenous round provides a great platform to promote Aboriginal and Torres Strait Islander cultures as well as bring awareness to important issues impacting Aboriginal and Torres Strait Islander peoples. Each Indigenous round includes a host of performances and activities such as traditional dance performances, cultural workshops and special performance of the South Sydney Rabbitohs' theme song 'Glory Glory' played on the Didgeridoo as the team runs onto the field.



2014



2012



2013



2015



2017



2016



South Sydney Rabbitohs Indigenous Round Jersey

Each year since 2012 the South Sydney Rabbitohs have produced an Indigenous jersey to pay tribute to the substantial contribution Aboriginal and Torres Strait Islander players and the Aboriginal and Torres Strait Islander community has made to the South Sydney Rabbitohs Football Club.

Artwork Description

The 2018 South Sydney Rabbitohs Indigenous jersey is designed by Kamilaroi/Gamilaraay artist Dennis Golding and celebrates the club's long history of Indigenous players and their contribution to sport. The design recognises the current Indigenous players with their animal totems that represent each of their communities and language groups.

Along with the animals, there are cultural symbols and objects that represent meeting places, camping/hunting grounds and pathways to acknowledge culture, history, local communities and lands on which the club is based upon.

This jersey allows an opportunity for all Indigenous and non-Indigenous communities to share stories about culture, history and experiences for understanding the Aboriginal custodianship of this country.

Biography

Dennis Golding was born in Sydney 1989 and is a descendant of the Kamilaroi/Gamilaraay people from the north west of New South Wales. He spent most of his childhood living in Redfern and now resides in south east Sydney in the suburb of Malabar.

Currently in his final year studying a Bachelor of Fine Arts (Honours) at the UNSW Art & Design, Dennis has continued to develop his practice in expanded painting and graphic design, while also working as First Nations Creative Producer at Australian Design Centre.

He has designed the Indigenous jerseys for the NRL Wests Tigers (2016 & 2017) and inaugural Indigenous jersey for Australian Wallabies (2017) as well as other design commissions for Cancer Institute NSW, Gadigal Information Service and Australian Human Rights Centre.



2018



OUR COMMUNITY PROGRAMS

Nanga Mai Marri (Dream Big)

Nanga Mai Marri translates to 'Dream Big' in the traditional Aboriginal language of the Gadigal people. The program is about supporting Aboriginal and Torres Strait Islander high school students to develop high aspirations for their education and employment and mentoring students to achieve these goals.

The program aims to address two significant inequalities experienced by Aboriginal and Torres Strait Islander young people:

1. Only 62% of Aboriginal high school students are achieving their HSC, compared to 86% of non-Aboriginal high school students in Australia.
2. Youth unemployment is between two and three times higher for Aboriginal youth compared to non-Aboriginal youth.

The program works with students from the beginning of grade 10 until six months after they complete their HSC. This three year, long term mentoring relationship has been the foundation to the Nanga Mai Marri program's success.

Souths Cares mentors provide students with a variety of activities which help them connect with their Aboriginal and Torres Strait Islander cultures, develop life skills and achieve their education and employment goals. The program is tailored to each individual client's needs; providing in-school group workshops and individual mentoring whilst also promoting opportunities to attend Universities, industry visits, leadership camps and social excursions.

The Nanga Mai Marri program continues to achieve strong outcomes within Aboriginal and Torres Strait Islander education and employment, which include:

- For the past three years (2015-2017), the program has achieved above a 91% success rate for participants achieving their HSC.
- For the past three years (2015-2017), more than 85% of participants have successfully transitioned into employment, training and/or tertiary education within 6 months of leaving high school.
- An independent, Social Return on Investment evaluation determined for every \$1 invested in the program \$3.26 in positive social impact is being achieved.

New Careers for Aboriginal People

New Careers for Aboriginal People (NCAP) is an employment mentoring initiative delivered by Souths Cares with the support of the NSW Department of Industry. The NCAP program addresses the substantial gap in unemployment rates between Aboriginal and non-Aboriginal people, with Aboriginal unemployment currently three times higher than the non-Aboriginal unemployment rate.

The objective of the NCAP program is to assist Aboriginal and Torres Strait Islander candidates overcome barriers to employment and achieve their employment aspirations. To achieve this objective, Souths Cares' Aboriginal Employment and Training Advisors deliver a range of activities including:

- Holistic mentoring and support to enable clients to overcome employment barriers.
- Assistance in developing a career plan and setting employment goals.
- Referral to education and training providers.
- Referral to additional support services if required.
- Assistance in creating a resume and cover letters.
- Support in searching for employment opportunities.
- Preparation for job interviews.
- Reverse marketing to potential employers.
- Practical assistance to attend job interviews.
- Post placement support to ensure high retention rates once employment is secured.
- Assistance for employers to recruit Aboriginal and Torres Strait Islander candidates into their workforce.
- Cultural awareness training for employers.

Since being established in 2015, Souths Cares NCAP program has successfully placed over 400 Aboriginal and Torres Strait Islander candidates into employment.



The Indigenous Oral Health Program

In 2012, Souths Cares established the Indigenous Oral Health Program in partnership with the NSW Centre for Oral Health Strategy, the Poche Centre for Indigenous Health and Colgate. The initiative was developed in response to the poor oral health outcomes experienced by Aboriginal and Torres Strait Islander children living in regional/remote communities such as higher levels of tooth decay and higher rates of hospitalisation due to infection.

The Indigenous Oral Health Program involves the Souths Cares team, Aboriginal health promotion workers and NRL development staff visiting primary schools to deliver a series of interactive workshops which encourage healthy and active lifestyles.

Since 2012, The Indigenous Oral Health Program has engaged more than 12,000 primary school students from the following regional/remote communities in NSW:

Armidale	Forster	Moree
Batemans Bay	Glenn Innes	Orange
Bathurst	Grafton	Parkes
Bourke	Gulgambone	Queanbeyan
Brewarrina	Gunnedah	Quirindi
Casino	Inverell	Tamworth
Chatham	Karuah	Taree
Coffs Harbour	Kelso	Tuncurry
Cowra	Kempsey	Walgett
Dubbo	Macksville	Wellington

Rabbitohs KARI Wellbeing Program

In 2017, Souths Cares launched a new Wellbeing Program in partnership with KARI; Australia's largest Aboriginal foster care agency. The Rabbitohs KARI Wellbeing Program has been specifically designed for primary school students in grades 3-6 after community consultation was undertaken to determine the most important wellbeing issues impacting primary school students.

The Rabbitohs KARI Wellbeing Program involves interactive workshops delivered by Souths Cares staff and ambassadors which are aligned with the National Curriculum. Participating schools have the option to choose from a number of workshops, depending on their unique wellbeing priorities. The focus areas of the Rabbitohs Kari Wellbeing Program include:

1. Tackle Bullying- Provides students with the knowledge and skills to respond to bullying in their schools.
2. Cyber Bullying- Helps students stay safe when using the internet and social media as well as providing practical tools to respond appropriately if they are bullied online.
3. Get Moving- Emphasizes the importance of physical activity and practical ways students can increase their daily exercise whilst also promoting inclusion, respect and teamwork.
4. Nutrition- Teaches students about healthy nutrition, how to make healthy and the impact an unhealthy diet has on their health.

In its first year the Rabbitohs KARI Wellbeing Program engaged over 7,000 primary school students and is on track to reach over 8,000 students in 2018.



CASE STUDY: THE NANGA MAI MARRI PROGRAM

Nanga Mai Marri translates to 'Dream Big' in the traditional Aboriginal language of the Gadigal People. The Nanga Mai Marri Program is a school-to-work mentoring initiative for Aboriginal and Torres Strait Islander high school students, which supports young people 'Dream Big' and achieve their education and employment aspirations.

Souths Cares has been delivering the Nanga Mai Marri program since 2011 and during this time has achieved substantial results for Aboriginal and Torres Strait Islander education and employment. The journey of one particular student, Aaliyah Parnell highlights the positive impact which is being achieved by the program.

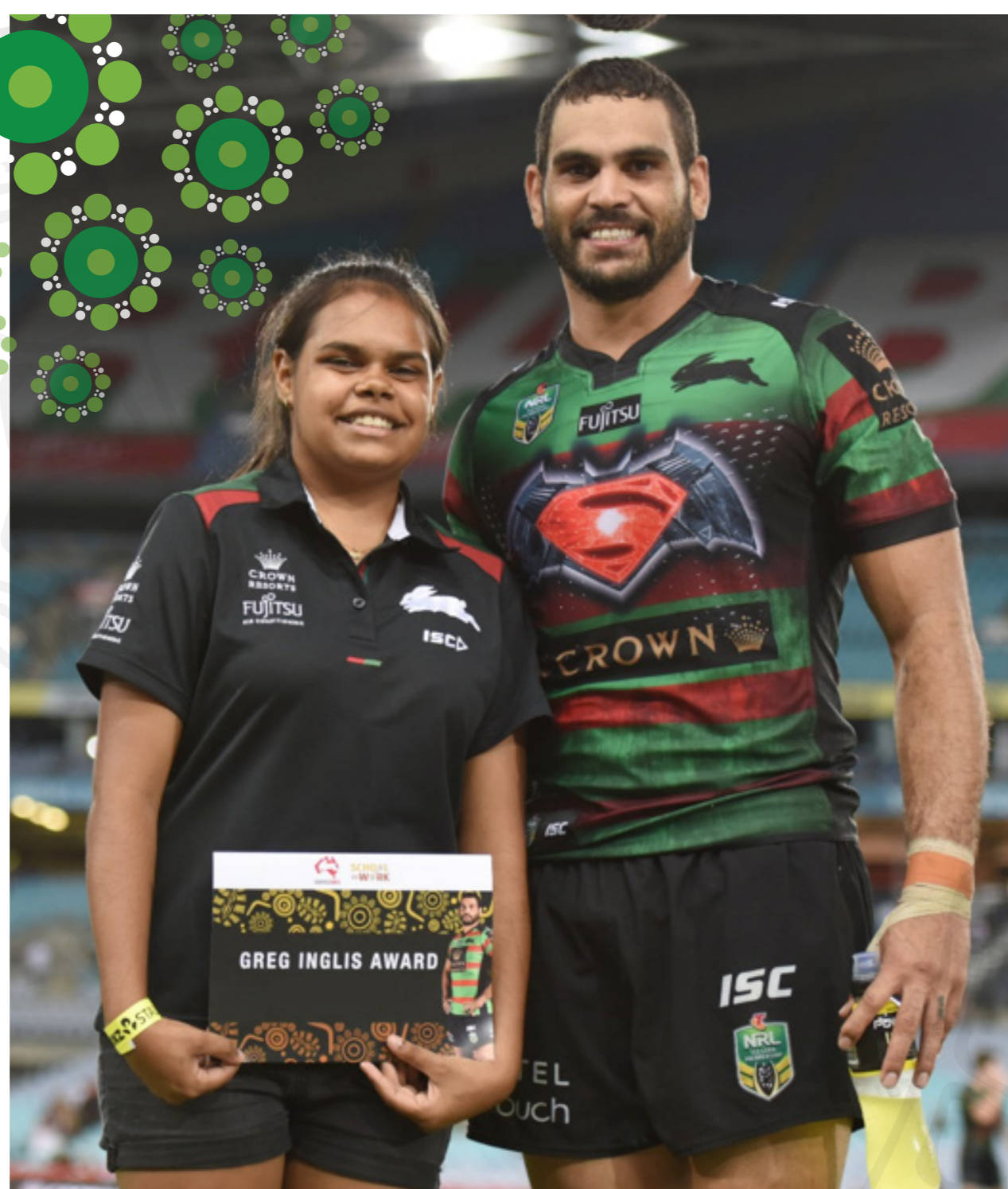
Aaliyah attended Alexandria Park Community School and begun working with Souths Cares mentors in 2015 when she was in grade 10. Over three years, Souths Cares supported Aaliyah through a range of activities including group workshops, individual mentoring and helping her to understand employment opportunities and career pathways available after school.

In 2016, Aaliyah was supported by Souths Cares and the Rabbitohs to attend the Indigenous All Stars Youth Summit in recognition for her high school attendance and her involvement in other community activities.

With the support of Souths Cares, Aaliyah was placed into a school-based traineeship with the Department of Justice where she learnt administration and business skills.

Aaliyah won the Nanga Mai Marri 'Greg Inglis Award' in 2015 and 2017 for demonstrating strong leadership qualities and being a role model for other Aboriginal and Torres Strait Islander young people. Aaliyah gained her High School Certificate in 2017 and has since been offered fulltime employment with the Department of Justice as a Court Officer at the Land and Environment Court.

In the past three years Aaliyah has achieved many things which she can be proud of, and has a long and successful career ahead of her. She continues to be a great role model for her peers and has the potential to be a future leader for Aboriginal and Torres Strait Islander peoples.



CASE STUDY: ALEX JOHNSTON'S JOURNEY FROM LOCAL JUNIOR TO RABBITOHS STAR

Alex Johnston grew up in Hurstville in Sydney's south and played his junior Rugby League for La Perouse in the South Sydney District Junior Rugby League Competition. From an early age Johnston was a gifted athlete who possessed great speed and agility. His junior Rugby League honours include selection for the NSW Under 16's, NSW Under 18's and Australian Schoolboys teams.

Johnston is a proud Torres Strait Islander, with his Nan coming from the Crocodile clan on Saibai Island. As a child, Johnston idolised Aboriginal and Torres Strait Islander players including Greg Inglis and Nathan Merritt. Johnston believes the opportunity to meet Greg Inglis on his 14th birthday was a significant moment in his life and journey to becoming a professional Rugby League player.

In 2014, Johnston made his first grade debut for the Rabbitohs against the Brisbane Broncos and scored a try with his second touch of the ball. He would go on to become the Rabbitohs' top try scorer in the 2014, 2015, 2016 and 2017 seasons.

While Johnston has had many achievements in his career he has also overcome challenges along the way, including missing out on the Under 16's Indigenous All Stars team due to a torn meniscus and missing out on the NRL Indigenous All Stars team in 2016 due to a shoulder injury.

Johnston regards the 2014 NRL Premiership, being selected to play for Australia and being selected in the Indigenous All Stars team in 2015 as his career highlights. Wearing the Rabbitohs Indigenous jersey is also something which brings him a great sense of pride and accomplishment.

'That moment when you put on the Rabbitohs Indigenous jersey for the first time is something special. Being represented on the jersey is an achievement I can share with my family- I know it makes everyone in my family proud'.

Johnston recognises that as a professional athlete he is in a great position to motivate Aboriginal and Torres Strait Islander youth to achieve their dreams.

'I understand that a lot of kids are looking up to us as their role models, so it's really important I set a high standard for myself. I always make the time to speak with kids and enjoy going to high schools and getting involved with the Rabbitohs' community programs.'

Johnston continues to set ambitious goals for himself and in 2018 he aims to help the Rabbitohs reach the finals, become the Club's top try scorer for a fifth year in a row and also play representative football.





RELATIONSHIPS

The South Sydney Rabbitohs and Souths Cares value the cultural influence and contribution made to the Club by Aboriginal and Torres Strait Islander players and the Aboriginal and Torres Strait Islander community. Both organisations promote and support our relationship with Aboriginal and Torres Strait Islander peoples on a daily basis through the delivery of programs focusing on education, employment and health.

Our commitment to the objectives of reconciliation is demonstrated through working in partnership with Aboriginal

and Torres Strait Islander individuals, families and communities in the multiple programs delivered by the South Sydney Rabbitohs and Souths Cares.

We value genuine, personal and meaningful relationships between the South Sydney Football Club, Souths Cares and the Aboriginal and Torres Strait Islander communities. We strive to create opportunities to promote positive stories with our digital and social media platforms to enhance the community's view of reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Committee actively monitors RAP development and implementation of actions, tracking progress and reporting	• RAP Committee oversees the launch of the RAP.	May 2018	RAP Committee Chairperson
	• Ensure Aboriginal and Torres Strait Islander peoples are represented on the Committee.	May 2018	RAP Committee Chairperson
	• Meet at least twice per year to monitor and report on RAP implementation.	October 2018, April and October 2019, April 2020	RAP Committee Chairperson
	• Establish Terms of Reference for the Committee.	October 2018	RAP Committee Chairperson
	• Develop and distribute an expression of interest to join the Committee to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	August 2018	RAP Committee Chairperson

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	• Organise at least one internal event for NRW each year.	May 2018, 2019	Souths Cares Programs & Operations Manager	
	• Register all NRW events via Reconciliation Australia's NRW website.	May 2018, 2019	Souths Cares Programs & Operations Manager	
	• Support an external NRW event.	May 2018, 2019	Souths Cares Programs & Operations Manager	
	• Ensure our RAP Committee participates in an external event to recognise and celebrate NRW.	May 2018, 2019	RAP Committee Chairperson	
	• Encourage staff to participate in external events to recognise and celebrate NRW.	May 2018, 2019	Rabbitohs CEO and Souths Cares Programs & Operations Manager	
	• Host a NRW event which is open to the public, encouraging our supporters and members to attend.	May 2018, 2019	Souths Cares Programs & Operations Manager	
	• Promote our NRW event and the objectives of Reconciliation to a large Australian audience by utilizing our digital and social media platforms.	May 2018, 2019	Rabbitohs Head of Digital, Data & Insights	
	• Download Reconciliation Australia's NRW resources and circulate to our staff.	May 2018, 2019	Rabbitohs CEO and RAP Committee	
	3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	• Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	July 2018	Souths Cares Programs & Operations Manager
		• Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.	Opportunities all year. Review December 2018, 2019	RAP Committee Chairperson
• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.		July 2018	RAP Committee Chairperson	
• Support Reconciliation Australia and the NSW Reconciliation Council.		Opportunities all year. Review December 2018, 2019	Souths Cares Programs & Operations Manager	
• Promote reconciliation through ongoing active engagement with all stakeholders.		Opportunities all year. Review December 2018, 2019	Rabbitohs CEO and Souths Cares Programs & Operations Manager	
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	June 2018	Rabbitohs CEO, Rabbitohs Head of Digital, Data & Insights	
	• Communicate 6 monthly updates on RAP progress to all staff and players.	October 2018, April and October 2019 and April 2020	Souths Cares Programs & Operations Manager	



RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, communities and cultures is of the highest importance to the South Sydney Rabbitohs and Souths Cares. Aboriginal and Torres Strait Islander peoples have made, and continue to make substantial and valuable contributions to the South Sydney Rabbitohs and Souths Cares.

Our Aboriginal and Torres Strait Islander players and staff are respected and their values and their cultures strengthen our business. We are committed to providing a workplace which

actively supports and champions Aboriginal and Torres Strait Islander staff.

Both the South Sydney Rabbitohs and Souths Cares have significant public profiles which provide a platform to promote cultural awareness, respect and understanding of Aboriginal and Torres Strait Islander cultures throughout the wider Australian community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Identify cultural learning requirements specific to our staff's training needs.	May 2018	Souths Cares Programs & Operations Manager
	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	May 2018	Souths Cares Programs & Operations Manager
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	June 2018	Souths Cares Programs & Operations Manager
	Provide opportunities for RAP Committee members, RAP champions, HR managers and other key leadership staff to participate in Cultural Awareness Training.	October 2018	Rabbitohs CEO
	Promote Reconciliation Australia's Share Our Pride online tool to all staff.	August 2018	Rabbitohs Head of Digital, Data & Insights
	Investigate local cultural experiences and immersion opportunities.	June 2018, 2019	Souths Cares Programs & Operations Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	July 2018	Souths Cares Programs & Operations Manager and Rabbitohs Chief Commercial Officer
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	July 2018	RAP Committee Chairperson
	Invite a Traditional Owner to provide a Welcome to Country at significant events, for example NRL Indigenous round, NAIDOC Festivals etc.	Opportunities all year. Review October 2018, 2019	Rabbitohs CEO and Souths Cares Programs & Operations Manager
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings, for example Souths Cares' Nanga Mai Marri Steering Committee meetings .	Opportunities all year. Review October 2018, 2019	Rabbitohs CEO and Souths Cares Programs & Operations Manager
	Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	May 2018, 2019	RAP Committee Chairperson
	Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.	July 2018, 2019	Souths Cares Programs & Operations Manager
3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.	July 2018	Rabbitohs CEO and Souths Cares Programs & Operations Manager
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2018, 2019	Souths Cares Programs & Operations Manager
	Provide opportunities for all staff to participate in NAIDOC Week activities.	July 2018, 2019	Rabbitohs CEO and Souths Cares Programs and Operations Manager
	Consult with Aboriginal and Torres Strait Islander peoples and plan an internal or external NAIDOC Week event.	May 2018, 2019	Souths Cares Programs & Operations Manager
	Support an external NAIDOC Week community event.	July 2018, 2019	RAP Committee - All Members
	Contact our local NAIDOC Week Committee to discover events in our community.	June 2018, 2019	Souths Cares Programs & Operations Manager
4. Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2018, 2019	Rabbitohs CEO and Souths Cares Programs & Operations Manager
	Create a calendar of Aboriginal and Torres Strait Islander dates of significance and communicate to staff.	May 2018, 2019	Souths Cares Programs & Operations Manager
	Promote local community events recognising Aboriginal and Torres Strait Islander dates of significance.	June 2018, 2019	Souths Cares Programs & Operations Manager



OPPORTUNITIES

The South Sydney Rabbitohs and Souths Cares acknowledge we have an important role to play in promoting opportunities for Aboriginal and Torres Strait Islander peoples, both within our business and within the broader Australian community.

The South Sydney Rabbitohs and Souths Cares support all players and staff to pursue education, personal development and professional development opportunities. Our Club supports Aboriginal and Torres Strait Islander staff and players in their development through providing a culturally appropriate

workplace and an additional support network for mentoring Aboriginal and Torres Strait Islander peoples.

We provide education and employment opportunities for Aboriginal and Torres Strait Islander youth under our Nanga Mari Marri (Dream Big) program. Our New Careers for Aboriginal People initiative has provided over 400 employment placements for Aboriginal and Torres Strait Islander candidates to date, and will continue to provide these opportunities in the future. Our health promotion programs including the Rabbitohs KARI Wellbeing Program and the Indigenous Oral Health Program ensure Aboriginal and Torres Strait Islander children have opportunities to live healthy and active lives.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	June 2018, 2019	HR Manager and Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	June 2018	HR Manager and Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. 	October 2018	HR Manager and Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media. 	Opportunities all year. Review December 2018, 2019	Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Recruit an Aboriginal and Torres Strait Islander HR advisor. 	Currently delivering. Review April 2019, 2020	Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Regularly review HR and recruitment policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants. 	October 2018, 2019	RAP Committee Chairperson and HR Manager
	<ul style="list-style-type: none"> Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels. 	Opportunities all year. Review December 2018, 2019	HR Manager and Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Develop and implement Aboriginal and Torres Strait Islander employment pathways within our business (e.g. traineeships or internships). 	December 2018, 2019	Rabbitohs CEO, Souths Cares Programs & Operations Manager, HR Manager
	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander leadership within our business. 	Currently delivering. Review April 2019, 2020	Souths Cares Programs & Operations Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> 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. 	August 2018	HR Manager & Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	September 2018	Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2018	Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	October 2018	Souths Cares Programs & Operations Manager, South Sydney Rabbitohs Head of Commercial Partnerships
3. Investigate opportunities for professional development and further education for our Aboriginal and Torres Strait Islander staff.	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander professional and cultural mentoring network. 	Currently delivering. Review April 2019, 2020	Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander professional development strategy. 	October 2018	HR Manager & Souths Cares Programs & Operations Manager
	<ul style="list-style-type: none"> Support scholarships for Aboriginal and Torres Strait Islander students through education partnerships. 	Currently delivering. Review December 2018, 2019	Souths Cares Programs & Operations Manager
4. Promote education and employment opportunities for Aboriginal and Torres Strait Islander peoples through our Community Programs.	<ul style="list-style-type: none"> Achieve 150 employment placements each year under the New Careers for Aboriginal People initiative. 	Currently delivering. Review December 2018, 2019	Souths Cares Programs & Operations Manager, Souths Cares Employment and Training Advisors
	<ul style="list-style-type: none"> Mentor 80 Aboriginal and Torres Strait Islander high school students each year towards achieving their HSC and transitioning to employment, training and/or tertiary education. 	Currently delivering. Review December 2018, 2019	Souths Cares Programs & Operations Manager, Souths Cares Employment Programs Coordinator, Souths Cares Program Support Officer
5. Promote health and wellbeing for Aboriginal and Torres Strait Islander children through our Community Programs	<ul style="list-style-type: none"> Engage 3,000 primary school students from regional/remote NSW each year through the Indigenous Oral Health Program. 	Currently delivering. Review December 2018, 2019.	Souths Cares Programs & Operations Manager, Souths Cares Health and Education Programs Lead
	<ul style="list-style-type: none"> Engage 7,000 primary school students each year through the Rabbitohs KARI Wellbeing Program. 	Currently delivering. Review December 2018, 2019.	Souths Cares Programs & Operations Manager, Souths Cares Health and Education Programs Lead



GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Report RAP achievements, challenges and learnings to Reconciliation Australia	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2018, 2019	RAP Committee Chairperson
	• Investigate participating in the RAP Barometer.	May 2018, 2020	RAP Committee Chairperson
2. Report RAP achievements, challenges and learnings internally and externally	• Internally report our RAP achievements, challenges and learnings from within the Souths Cares organisation to the RAP Committee.	April 2019, 2020	Souths Cares Programs & Operations Manager
	• Internally report our RAP achievements, challenges and learnings from within the South Sydney Rabbitohs organisation to the RAP Committee.	April 2019, 2020	Rabbitohs CEO
	• Conduct an annual review of our RAP.	April 2019, 2020	RAP Committee Chairperson
	• Publically report our RAP achievements, challenges and learnings.	April 2019, 2020	Rabbitohs CEO, Souths Cares Programs and Operations manager and Rabbitohs Head of Digital, Data & Insights
3. Review, refresh and update RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	December 2019	RAP Committee Chairperson
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	March 2020	RAP Committee Chairperson



ARTWORK

The original artwork was produced for the South Sydney Rabbitohs and Souths Cares by Rhonda Sampson. This artwork represents the importance of community to the South Sydney Rabbitohs and Souths Cares. It shows the strength of everyone working together to promote participation, sharing and learning to ensure an enriched future.



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