



**BASKETBALL  
NSW**



RECONCILIATION  
ACTION PLAN  

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**INNOVATE**

# **BASKETBALL NSW**

## **INNOVATE**

### **RECONCILIATION**

#### **ACTION PLAN**

**AUGUST 2023 - AUGUST 2025**

**[BNSW.COM.AU](https://www.bnsw.com.au)**



## ACKNOWLEDGEMENT OF COUNTRY

BASKETBALL NSW ACKNOWLEDGES THE TRADITIONAL CUSTODIANS OF COUNTRY THROUGHOUT NEW SOUTH WALES AND THEIR CONNECTIONS TO LAND, SEA AND COMMUNITY IN WHICH WE GATHER, MEET AND PLAY. WE PAY OUR RESPECT TO THEIR ELDERS PAST AND PRESENT AND EXTEND THAT RESPECT TO ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

## 'THE LAND WE SHARE'

BNSW engaged Campfire X, an Indigenous creative solutions company to follow correct Indigenous art protocols.

'The land we share' created by Jordan Ardler who is from the Aboriginal community in La Perouse, "represents how the land meets the waters. Rivers, ocean, grass and bush land are the main source of our survival and have been since the beginning of time.

Yellow outlined circles within the background of the artwork identify every Aboriginal community in NSW. The dotted wavy blue lines represent the beauty in our shorelines, erosions the ocean creates on our land and riverbanks. Yellow dotted lines show how our song lines continue to be present throughout our journey of life.

The central symbols symbolise the connection between communities, our lands and culture continuously sharing knowledge and stories. The white circular patterns fading out of the central figures portrays the ripple effect, ongoing growth, strength and power that our cultural practices present to us which allows our future generations to understand our surroundings.

The arch figures at the bottom of the design represent and acknowledge our ancestors in our past who paved the way for our present."



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***BASKETBALL NSW***

**WELCOME**

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## STATEMENT FROM CEO

Our Reconciliation Action Plan is a conscious and active plan, focused on building a better understanding of First Nations People and cultures. Only through understanding and respect can we move forward and through that actively provide opportunities and pathways at all levels of our sport. Our aim is for our RAP to integrate with our strategies and day-to-day operation including improved participation on committees and boards as well as our programs, competitions, leagues and high performance programs. We understand this is a journey which requires ongoing commitment and we are taking the first steps on that journey now.



**MARIA NORDSTROM**  
CEO - Basketball NSW



# STATEMENT FROM RECONCILIATION AUSTRALIA CEO

Reconciliation Australia commends Basketball NSW on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Basketball NSW to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Basketball NSW will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Basketball NSW is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Basketball NSW's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Basketball NSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**KAREN MUNDINE**

*Chief Executive Officer - Reconciliation Australia*



**BASKETBALL NSW**

# OUR VISION FOR RECONCILIATION





## BNSW OVERALL VISION

BASKETBALL UNITES COMMUNITIES BY ENABLING PARTICIPANT TO REALISE THEIR POTENTIAL THROUGH EVERY LEVEL OF OUR GAME.

## VISION FOR RECONCILIATION

REMOVING BARRIERS IN OUR SPORT TO ALLOW ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES THE OPPORTUNITY TO REALISE THEIR POTENTIAL AT EVERY LEVEL OF THE GAME, WHILE RESPECTING AND ACKNOWLEDGING THE PAST, PRESENT AND FUTURE CONTRIBUTIONS THAT THEY MAKE TO OUR GAME AND BASKETBALL COMMUNITY

BY FOCUSING ON THE 5 KEY AREAS BELOW, WE HOPE TO BE ABLE TO ACHIEVE OUR VISION FOR RECONCILIATION:

- CULTURAL UNDERSTANDING
- PARTNERSHIPS PROVIDING PATHWAYS AND OPPORTUNITIES
- REGIONAL FOCUS
- RELATIONSHIPS & HERITAGE
- MENTORSHIP FOR ATHLETES, OFFICIALS & ADMINISTRATORS







## OUR BUSINESS

Basketball NSW is the state governing body for the sport of basketball in NSW, administering and delivering basketball activities since 1938. A non-for-profit organisation, we aim to develop and promote the game in NSW, uniting the wider basketball community.

**TODAY WE HAVE OVER 85,000+ REGISTERED MEMBERS  
AND WE ARE CONTINUING TO GROW.**

Based in Wangal Land (Homebush) NSW, we have a small dedicated team of staff of 31 (as at 20th June 2023) who have basketball and sport in general as a passion and close to their heart. While the majority of our staff are based at Head Office, we have regional development officers, and our Head Office staff are often on the road to make sure we can cover a wide-breadth of the state.

## THE BASKETBALL NSW RECONCILIATION ACTION PLAN

This will be our inaugural Innovate RAP which will provide us with a formal opportunity to reflect and learn from the activities that we have carried out in the past and further develop strategies to provide meaningful opportunities for Aboriginal and Torres Strait Islander Peoples.

In 2021, as part of our FIBA Women's Basketball World Cup Legacy Program, we recruited regional development officers to promote and facilitate basketball activities for Aboriginal and Torres Strait Islander, Multicultural and Linguistically Diverse communities. In addition to this specific team, our overall team is passionate about being able to provide opportunities for Aboriginal and Torres Strait Islander Peoples, to educate themselves, and to work towards a positive reconciliation.

This RAP has been developed in conjunction with the Basketball NSW Reconciliation Action Plan Working Group, set up in 2021 consisting of members of staff and our basketball community. For specific areas, specialised staff or external parties were also invited to contribute. The Working Group will continue to actively review and assess the success of the implementation of the RAP throughout the period of the plan.

Caroline McLuckie, an esteemed professional with a diverse skill set, has been entrusted with the prestigious role of RAP Champion. In addition to her prominent position as the Chief Financial Officer and Human Resources Manager at Basketball NSW, Caroline has been chosen to spearhead our organization's commitment to reconciliation and promoting a more inclusive future.



## STAFF

- **Caroline McLuckie**  
*Chief Financial Officer &  
HR Manager - BNSW, and Head of BNSW RAP*
- **Darren Allie**  
*Indigenous, Cultural and Linguistically Diverse  
Programs Manager (Gudjala)*
- **Leaf Newman**  
*Competitions Coordinator*
- **Macsen Monk**  
*High Performance Coach*

## COMMUNITY MEMBERS OF WORKING GROUP TO DATE

- **Matt Dunstan**
- **Kristy Dallinger** (*Gamilaraay / Walgett*)
- **Tiana Ross**
- **BJ Duncan** (*Darkinjung*)
- **Casey Armstrong**, *NSW Aboriginal  
Land Council*



## OUR JOURNEY SO FAR

Basketball NSW commenced our reconciliation journey in 2019 with the implementation of community based programs for Indigenous Communities across the state. Supported by the Office of Sport through the FIBA Women's Basketball World Cup 2022 Legacy program, we have been able to employ six members of staff to administer, implement and lead the delivery of these programs, while connecting with key community stakeholders to better understand the challenges faced by those wanting to participate in our sport.

We engaged with Campfire X and Jordan Ardler to develop the artwork 'The Land We Share' which represents the diverse beauty and nature of the lands and shorelines within NSW in which our basketball communities play, the connection between those communities and acknowledging the ancestors who paved the way for our current Indigenous athletes and members in our sport.

We have partnered with Indigenous Basketball Australia to co-deliver school holiday camps and 3x3 tournaments across NSW which also includes the development of a youth pathway for Aboriginal and Torres Strait Islander youth leaders, coaches, referees and technical officials.

With support from the Reconciliation Working Group, we also developed an Acknowledgement of Country to be used at our key events and meetings to acknowledge the Traditional Owners of the Land in which we gather, meet or play basketball, and to thank them for the privilege of being able to do so.

Our journey continues as we look to reduce further barriers and allow current and potential Indigenous members take part in and enjoy this sport that we all love.





# RELATIONSHIPS

Our organisational vision is to unite communities by enabling participants to realise their potential through every level of the game. By building relationships and engaging with Aboriginal & Torres Strait Islander communities will help us develop meaningful initiatives allowing us to tackle barriers and provide inclusive activities.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2023	Programs Manager: ICALD
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2023	Programs Manager: ICALD
	Continue to work with Indigenous Basketball Australia to deliver competitions in NSW	Jul 2023 - Aug 2025	Programs Manager: ICALD
	Engage local Elders to deliver Welcome to Country and smoking ceremonies at major BNSW events where possible	Jul 2023 - Aug 2025	Head of RAP
	Identify Local Land Councils for our associations and encourage engagement	Sep 2023	Head of RAP
	Encourage associations to collaborate and engage with their Aboriginal & Torres Strait Islander leaders to understand and embrace the culture of their land and community, allowing an inclusive space for their members	Sep 2023, 2024, 2025	General Manager - Community Growth
	Identify areas of regional NSW where our ICALD programs can reach and be delivered in new communities	Jul 2023 - Aug 2025	General Manager - Community Growth





Action	Deliverable	Timeline	Responsibility
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 & 2025	HR Manager
	RAP Working Group members to participate in an external NRW week event.	May 2024, 2025	Head of RAP
	Encourage and support staff members participate in at least one external event to recognise and celebrate NRW Week.	May 2024, 2025	HR Manager
	Organise at least one NRW week event per year	May 2024, 2025	Programs Manager: ICALD
	Register all of our NRW events on Reconciliation Australia NRW Webiste	May 2024, 2025	Programs Manager: ICALD
<b>3</b> Promote reconciliation throughout our Basketball Community.	Implement strategies to engage our staff in reconciliation.	Sep 2023	HR Manager
	Communicate our commitment to reconciliation publically by implementing a media strategy to promote reconciliation to our community using all BNSW media channels	Oct 2023	General Manager - Marketing
	Publish articles and messages across our social media platforms and website related to Aboriginal and Torres Strait Islander communities	Jul 2023 - Aug 2025	Media & Communications Manager
	Collaborate with RAP organisations and other sporting organisations to develop innovative approaches to advance reconciliation	Jul 2023 - Aug 2025	Head of RAP
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Sep 2023	Head of RAP
	Continue to incorporate year round the inclusion of Aboriginal and Torres Strait Islander artwork into our state team, officials and staff uniforms	Jul 2023	HR Manager
<b>4</b> Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2023, 2024	HR Manager
	Review, update & communicate updates to our anti-discrimination policy for our organisation.	Oct 2023, 2024	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Sep 2023, 2024	HR Manager
	Work with Associations to review their anti-discrimination policies	Oct 2023, 2024	HR Manager
	Educate senior leaders internally and in associations on the effects of racism.	Sep 2023, 2024	HR Manager



# RESPECT

Respect is one of our organisational core values. We strive to value the differences and opinions of others. Allow others to express ideas, thoughts & contributions in order to achieve goals. Respect for the cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander Peoples will enable us to develop more inclusive programs and practices to remove barriers of entry and participation in our sport.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Apr 2024	HR Manager
	Conduct a review of cultural leaning needs within our organisation	Apr 2024, 2025	HR Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	Apr 2024	HR Manager
	Provide opportunities for RAP Working Group members, and staff to take part in Cultural Awareness Training	Sep 2023, 2024	HR Manager
	Educate staff on the background and meaning of our Aboriginal artwork so that they can educate athletes, parents & officials	Sep 2023	Head of RAP
	Showcase local Aboriginal artwork in Head Office	Jul 2023	Head of RAP
	Provide education to our staff by providing Aboriginal Cultural Awareness training as part of their induction to the organisation	Sep 2023, 2024	HR Manager



Action	Deliverable	Timeline	Responsibility
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun 2024	Head of RAP
	Engage with local Elders to deliver Welcome to Country and Smoking Ceremonies at major BNSW events where possible	Jul 2023 - Aug 2025	Head of RAP
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jul 2023	Head of RAP
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the following events: <ul style="list-style-type: none"> <li>• NBL1 Indigenous Round (NAIDOC Week)</li> <li>• Waratah League Junior Country Indigenous Round</li> <li>• Waratah League Junior Metro Indigenous Round (NRW)</li> <li>• Waratah Senior League Indigenous Round (NRW)</li> <li>• State League Finals</li> <li>• State Conference</li> <li>• State Team Country v Metro Tournament</li> <li>• Country Tournament</li> </ul>	Sep 2023, 2024, 2025	Head of RAP
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jul 2023 - Aug 2025	Head of RAP
	7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2024, 2025
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Sep 2023, 2024	HR Manager	
Promote and encourage participation in external NAIDOC events to all staff.	Jul 2023, 2024, & 2025	HR Manager	





## OPPORTUNITIES

Our organisational purpose is to realise the potential of all of our participants, to strengthen our basketball community and make the sport accessible to all. To be able to realise the potential of our Aboriginal and Torres Strait Islander participants, we should provide accessible opportunities and mentorship to them.

Action	Deliverable	Timeline	Responsibility
<b>8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sep 2023	HR Manager
	Build an understanding of current Aboriginal & Torres Strait Islander staffing to inform future employment and professional development strategy	Sep 2023	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2023	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jul 2023 - Aug 2025	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sep 2023	HR Manager





Action	Deliverable	Timeline	Responsibility
<b>9</b> Increase opportunities for Aboriginal and Torres Strait Islander participants to thrive in our elite pathways.	Annually award a scholarship to a male and female Aboriginal and/or Torres Strait Islander athlete in our High Performance Programs	Sep 2023, 2024	General Manager of High Performance
	Develop a formal mentoring program designed to support Aboriginal and Torres Strait Islander athletes who are participating in our programs	Nov 2023	ICALD Manager
	Support one on one mentorship between established Aboriginal and Torres Strait Islander referee and a referees progressing through our referee pathways	Jan - Dec 2024	Head of Officials
	Use funds from our specified Partnerships royalties to help financially support Aboriginal and Torres Strait Islander athletes participate in our High Performance Programs and meet costs of being involved in State Teams	Jul 2023 - Aug 2025	CFO
<b>10</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Apr 2024	CFO
	Investigate Supply Nation membership.	Apr 2024	CFO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Apr 2024	CFO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Apr 2024	CFO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Apr 2024	CFO





# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
<b>11</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jul 2023 - Aug 2025	Head of RAP Working Group
	Establish and apply a Terms of Reference for the RWG.	Jul 2023	Head of RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	Jul 2023 - Aug 2025	Head of RAP Working Group
<b>12</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jul 2023 - Aug 2025	HR Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	From Jul 2023	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jul 2023	Head of RAP Working Group
	Appoint and maintain an internal RAP Champion from senior management.	Jul 2023	Head of RAP Working Group
<b>13</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2023, 2024	Head of RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	Jan, Apr, Jul, Oct of 2023, 2024, 2025	Head of RAP Working Group
	Publically report our RAP achievements, challenges and learnings, annually.	Annual report - May 2024, 2025	General Manager of Marketing
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2024	Head of RAP Working Group
<b>14</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2025	Head of RAP Working Group





## CONTACT

**Caroline McLuckie**

*Chief Financial Officer & Head of RAP Working Group*

P 02 8765 8555

E [caroline.mcluckie@bnsw.com.au](mailto:caroline.mcluckie@bnsw.com.au)



Basketball NSW acknowledges the Traditional Custodians of Country throughout New South Wales and their connections to land, sea and community in which we gather, meet and play. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Basketball NSW is a proudly diverse organisation, we actively celebrate LGBTIQ+ diversity and inclusion. Basketball is everyone's game!



**Basketball NSW**

Wangal Country  
PO Box 198  
Sydney Markets NSW 2129

P 02 8765 8555  
E [info@bnsw.com.au](mailto:info@bnsw.com.au)

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