

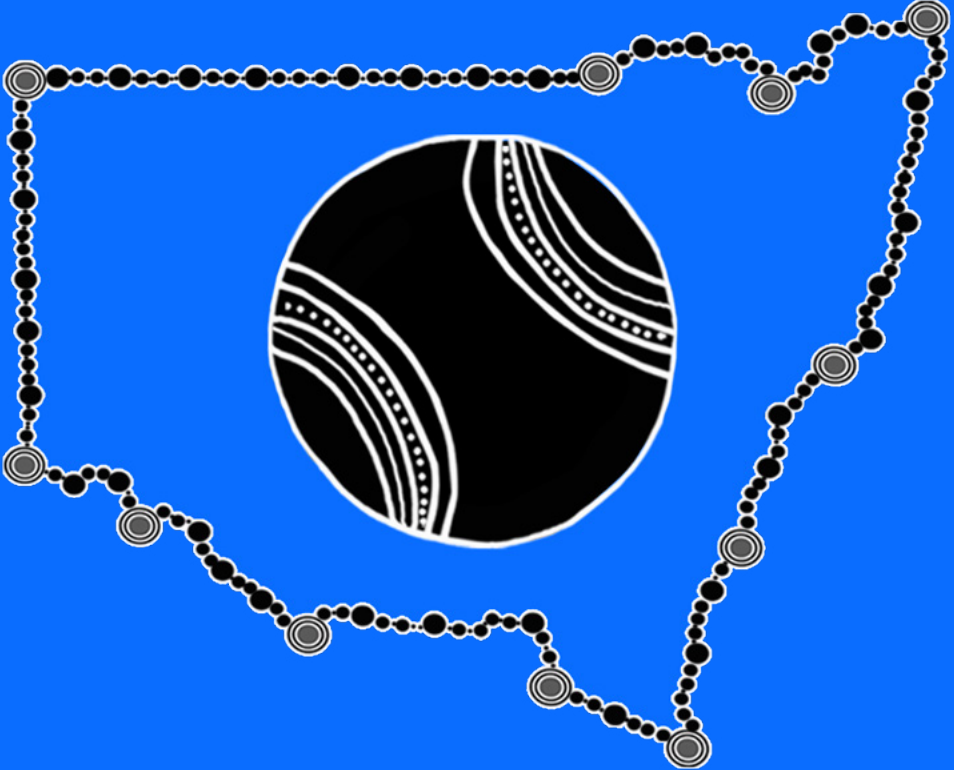


Tennis NSW
Innovate Reconciliation Action Plan
April 2025 - January 2027



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Message from Reconciliation Australia

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Tennis NSW continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Tennis NSW will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Tennis NSW using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

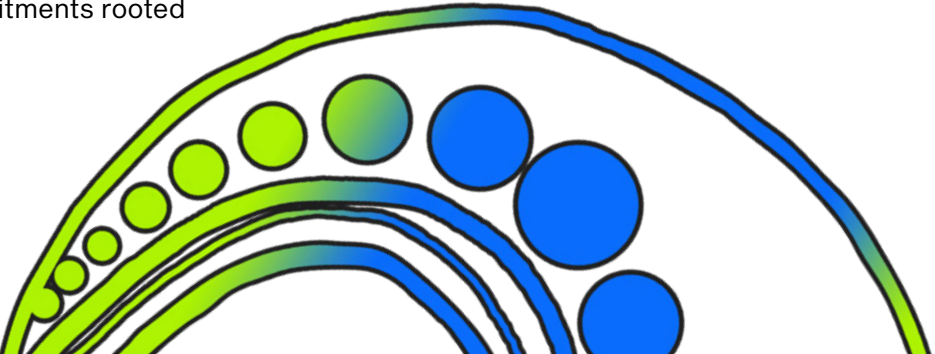
The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Tennis NSW to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments.

By enabling and empowering staff to contribute to this process, Tennis NSW will ensure shared and cooperative success in the long-term. Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Tennis NSW’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey. Congratulations Tennis NSW on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Tennis NSW CEO Message

At Tennis NSW, we recognise that we have a unique opportunity to create positive change in the lives of Aboriginal and Torres Strait Islander peoples through the power of tennis. This Innovate Reconciliation Action Plan (RAP) demonstrates our commitment to creating opportunities for Aboriginal and Torres Strait Islander peoples, both on and off the court.

It sets out a clear path for us to work towards improving cultural understanding, promoting greater diversity and inclusion, and providing opportunities for Aboriginal and Torres Strait Islander peoples in NSW to engage with our sport.

We have a long-standing commitment to promoting diversity and inclusion in all areas of our sport. We believe that tennis can make life better, bring people together, and help break down barriers.

We are excited to work towards achieving greater reconciliation in our communities through the power of sport.

We are pleased by the impact of the outcomes achieved through our Reflect RAP and we recognise that true reconciliation requires ongoing commitment and action, and we are proud to take this important step towards a more inclusive and equitable future for all people in NSW. We invite all members of the tennis community to join us on this journey towards reconciliation and help us build a brighter future for Aboriginal and Torres Strait Islander peoples.



Darren Simpson
Chief Executive Officer



Our vision for reconciliation

Tennis NSW’s vision for reconciliation is centred on genuine collaboration with Aboriginal and Torres Strait Islander peoples, organisations, and communities to create equitable and sustainable outcomes, and enrich our tennis community. We envision a reconciled Australia where tennis serves as a catalyst for unity, breaking down barriers and fostering a sense of belonging and connection for all.

Our commitment extends beyond the court, to actively engage with Aboriginal and Torres Strait Islander peoples and communities, including creating meaningful opportunities across leadership development, employment, and procurement. We commit to embedding cultural safety and awareness within our organisation and the NSW tennis community through truth-telling, acknowledgment, and continuous learning.

By embracing diversity and leveraging the power of sport, we strive to create a culture of genuine inclusion within our organisation and the broader tennis community, ensuring that tennis is truly a sport where everyone feels welcome, safe and included.

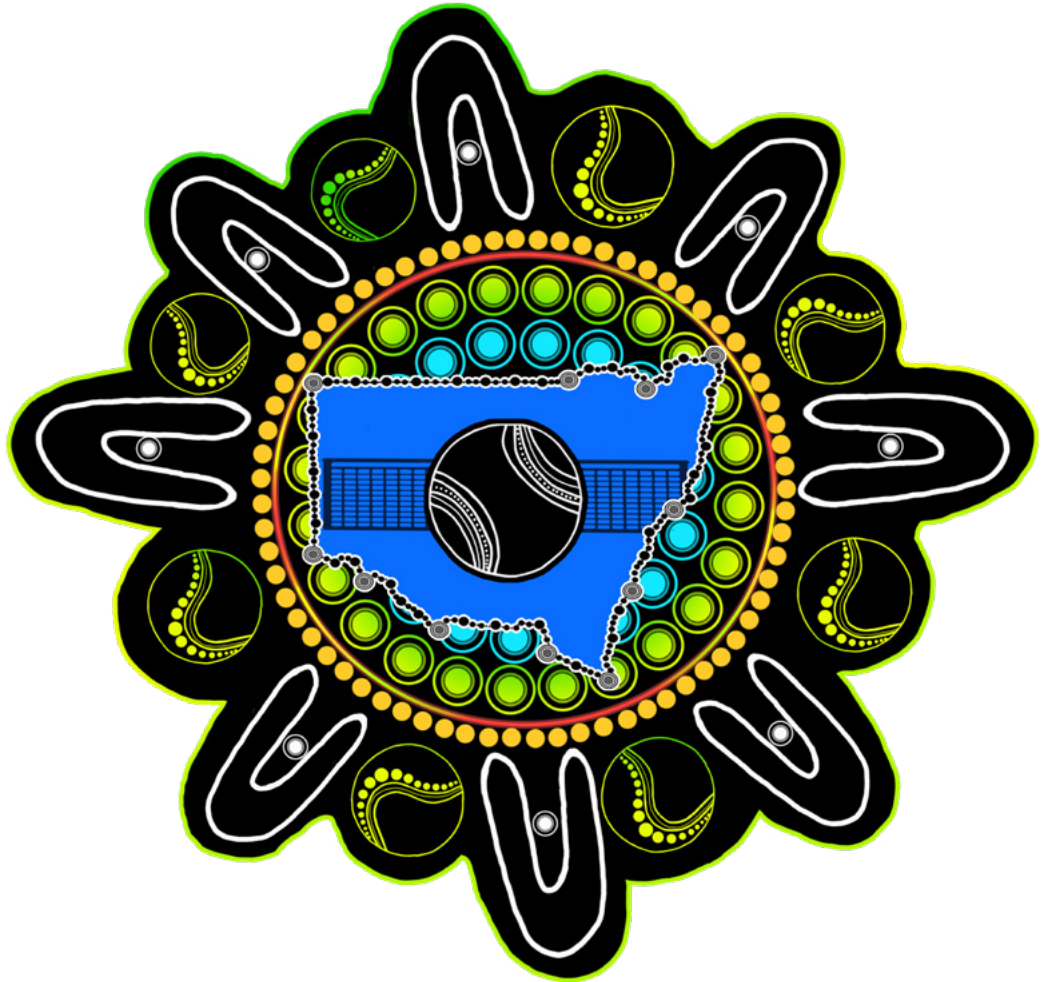


Inclusiveness, Community and Opportunity – About the artwork

This artwork has been developed to reflect the current Reflect RAP journey of Tennis NSW. Like all sports, tennis is a sport for all that can be played by anyone, of any background, in any location across NSW, showcased in the main design element of the artwork, but also speaks to the ways in which tennis brings communities together and keeps them connected.

Access to sport creates a sense of connection to one's community, increases overall wellbeing through physical activity and creates opportunities in the field.

The Inclusiveness, Community and Opportunity artwork features many elements of storytelling, reflective of the brand colours of Tennis NSW but also the colours of the lands and waterways and vast regions of NSW.



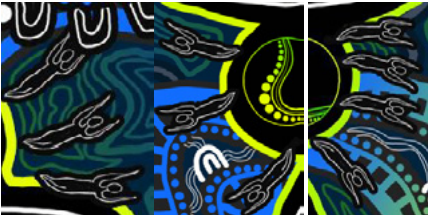
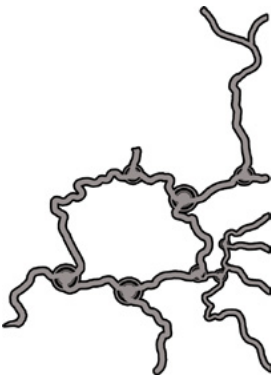
Community Regions/ Community Gathering place

This symbol of a community gathering place throughout the artwork represents NSW – Central NSW, Northern NSW, Southern NSW and Metro Sydney and the many places Tennis NSW has offices.



Regional borders of NSW

The below art element when you look closely within the artwork, represents the border lines of NSW and the major meeting points, around and within those communities.



People

The gender neutral human silhouettes represent people from all walks of life from the multiple communities of NSW.

Travelling Tracks

Participation in playing tennis from start to end is a journey. One's journey to commit to training, from participation in grass roots community programs, fundraising for uniforms, to attending regional and state competitions which enhances growth in the field, as an individual and as a community which furthermore provides many opportunities.

Tennis NSW offers many pathways of opportunities (journeys) in the field and that too can be interpreted in the artwork. Connection to Tennis NSW and its reach and connections to the communities within the state.

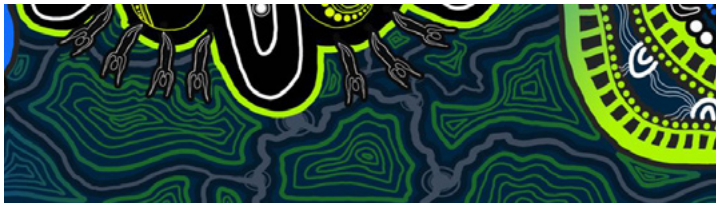
The 'U' shapes within the travelling tracks represent milestones along the journey within the sport and connection to people within the field of tennis and support from Tennis NSW.



Songlines

The repetitive, organic line works in the foreground of the artwork are songlines. Songlines trace astronomy and geographical elements from ancient stories, and describe how these elements have helped shape the landscape as it is now. They were first used by Aboriginal people as a form of communication across the continent and as a way of mapping Country and stories of culture and lore.

The use of songlines in this art piece pays respect and homage to the rich, connected and sacred history of Aboriginal people, the diversity of tribes and people in NSW and the lands and waters on which Tennis NSW operates and plays sport and that everywhere you stand and play sport in NSW, you do so on Aboriginal Lands.



Our Artist – Nikita Ridgeway

“Sharing Aboriginal and Torres Strait Islander culture as spoken by my ancestors through our dreaming”

Biripi/Bundjalung artist Nikita Ridgeway believes that Aboriginal and Torres Strait Islander art is about sharing ancestral stories of Aboriginal and Torres Strait Islander peoples and their continuing connection to Country and Dreaming. Through her Sydney based creative design agency “[Boss Lady Design and Communications](#)” (BLDAC), Nikita creates digital artwork designs that relay stories of Aboriginal and Torres Strait Islander peoples connection to Country, each other, their history, and the future.

“Aboriginal and Torres Strait Islander culture and artwork is beautiful and collaborative. Through my ancestors, I understand that telling stories through my art and creating cultural awareness helps build a strong united country in understanding, which leads to strong people and strong communities. Let us work together to care for our beautiful country and people.”

Boasting 15 years’ experience working within the design sector across Australia, BLDAC specialises in brand development, creative design conceptualisation, communications, events, and digital marketing projects.



For more information on BLDAC, you can look them up on Facebook, Instagram, Linked in or on their website www.bldac.com.au

Our Business

Tennis NSW exists to foster a love of tennis in every NSW community. The Tennis NSW Vision 2025 Strategic Plan highlights inclusion and diversity in tennis as a priority, and the role of Tennis NSW to inspire, empower and engage the NSW tennis family to help grow the sport.

Tennis NSW is a not-for-profit organisation that supports more than 490 clubs, associations and court operators, as well as a vast number of players and participants across the state, with Tennis Development teams based in Central NSW, Northern NSW, Southern NSW and Metropolitan areas. Tennis NSW currently has one Aboriginal identifying staff member in a paid role, and a team of 43 paid staff across the state. Tennis NSW cemented its commitment to inclusion

and diversity, publishing its first Inclusion and Diversity Plan in 2021. The objective of the plan is to make tennis the most welcoming, safe and inclusive sporting opportunity for people from diverse backgrounds in NSW. We believe that to be inclusive, we must reflect the diversity of our local tennis communities and that everyone should have the opportunity to be included and engaged in a way that is positive and meaningful for them.

For Tennis NSW to deliver our role and inspire, empower and engage the NSW tennis family to grow the game, we seek to deliver on our strategic objectives by working in close partnership within our sphere of influence including the three major drivers of the sport: clubs, coaches and councils. In the delivery of Vision 2025, Tennis NSW also

takes into consideration our receivers who are the players, parents and volunteers. Tennis NSW aims to maintain strong, meaningful and collaborative relationships that have been developed with key partners to support the delivery of the plan, including government, the education sector, community & cultural groups and Tennis Australia.

Tennis NSW’s head office is located on the traditionally shared lands of the Wangal and Burramattagal people. We acknowledge their ongoing connection to the land and pay our respects to Elders past and present. We acknowledge the significant contributions that Aboriginal and Torres Strait Islander peoples have made and continue to make to tennis in NSW.

Our Values and Behaviour

Each Member of the Tennis NSW Team and Board commit to our organisation’s values and bring these to life each day through appropriate behaviours.

EXCELLENCE

We will strive to be the best we can be in everything that we do, day in and day out.

HUMILITY

We will be self-aware, take responsibility and be kind and considerate to all members of the tennis family.

COLLABORATION

We are committed to working closely and collaboratively with all of our stakeholders and we are committed to building an environment that is child safe.

IMAGINATION

We will dare to think differently, be curious in our thinking and continually explore ways to better serve our sport.

Our RAP

Tennis NSW commenced its RAP journey in 2021 with the publication of its inaugural Reflect RAP. This journey is championed by the Tennis NSW CEO Darren Simpson and the Tennis NSW Head of Venue and Community, Nikita Sayle, with the full support of the Tennis NSW Board and Executive team. We recognise the important role that Tennis NSW can play within our sphere of influence, and how the RAP framework supports Tennis NSW’s strategic objective of creating equitable opportunities for all people and all communities to participate in tennis.

The Reflect RAP provided Tennis NSW with valuable opportunities to engage with stakeholders and develop critical relationships that will support its reconciliation journey. It provided the organisation with a chance to review its current practices and gain an understanding of areas that require support and development.



Tennis NSW has provided updates both internally and externally along the Reflect RAP journey and some of the highlights, key learnings and most significant changes have included:

- Embedding processes for RAP implementation, governance and monitoring
- Ongoing and consistent engagement with tennis families and coaches
- Establishment of the First Nations Advisory Group
- Continuity of the Tennis NSW RAP Working Group
- Increased procurement from First Nations owned businesses
- Review of learning needs and initiation of staff education
- Growth of programs and event opportunities

While we have made significant progress on our journey, several areas for further development have been identified. These include establishing sustainable funding streams to support our initiatives, enhancing representation in leadership roles within the sport, strengthening local community partnerships, and creating more effective pathways to transition players from introductory programs to regular participation.



First Nations Participation Programs and Initiatives

Participation

The NSW leg of the National Indigenous Tennis Carnival (NITC) took place on Awabakal Country, in Broadmeadow, Newcastle for the fourth consecutive year in 2024. Tennis NSW, in partnership with The Wollotuka Institute at the University of Newcastle aims to engage with over 200 students annually taking part in traditional and modified tennis formats, academic and sport pathways sessions and cultural activities.

“The National Indigenous Tennis Carnival has been designed in consultation with First Nations peoples to provide more opportunities for Aboriginal and Torres Strait Islander peoples to access tennis,” Tennis Australia’s First Nations Lead, Kyah Jones said. “At all carnivals, we are not only celebrating the great game of tennis, but also celebrating bringing First Nations peoples and culture together creating memories, friendships, connections, positive health and well-being choices and opportunities to learn from others.”

In 2023 NSW was fortunate to have tennis legend Ash Barty attend the NSW NITC event. “It’s incredible to see so many First Nations youth

trying tennis for the first time, this is what it’s all about, it’s about trying things for the first time, it’s all about participating, coming and trying tennis, learning new and different things, and bringing people together is a bonus. Through participation in sport, there are just so many ways we can help kids get better and dream bigger,” Barty said on her experience at the carnival and helping inspire the next generation.

Since the launch of the Tennis NSW Reflect RAP, funding to support the local initiatives that support Aboriginal and Torres Strait Islander peoples participation has been provided by Tennis NSW, as well as through the generous support of the NSW Government, the Ash Barty Foundation, and through fundraising efforts via a Tennis NSW Australian Sports Foundation Project supported by Ross McLean and Bareena Park Tennis Club in on the Northern Beaches of Sydney.

Funds have been utilised to support programs and initiatives across the state including in Coffs Harbour, Kyogle, Surry Hills/Redfern, Broadmeadow, Nowra, Umina, Moree, Empire Bay and Eleebana.



Talent Development

Tennis NSW continues to host an annual Talent Camp for Aboriginal and Torres Strait Islander youth playing at a competitive level across the state. In 2024, the NSW National Indigenous Tennis Carnival Talent camp grew to include 30 players aged between nine and eighteen. The camp is delivered by Tennis NSW and professional coaches. Players participated in squad training, match play, athlete development sessions, as well as cultural activities including weaving, dancing, and painting.

NSW NITC talent pathway players and families are invited to join the Tennis NSW 'Yarning All Things Tennis' social networking group to keep up to date with the latest news, opportunities, celebrate achievements, and access to learning and development opportunities.

Players from NSW have the opportunity annually to apply to represent the state at the National Indigenous Tennis Carnival (NITC), held on Larrakia Country in Darwin, Northern Territory. The NITC is a celebration of Aboriginal and Torres Strait Islander cultures through tennis, cultural activities and workshops. Hundreds of kids from all around Australia participate each year. The event was created as a participation opportunity for Aboriginal and Torres Strait Islander tennis players. Tennis at every level is played over four days.

State and territory teams compete for the coveted Ash Barty Cup, individuals play off against the best-of-the-best in the Challenger stream, and one person will be hand-picked by Evonne Goolagong Cawley to receive the Evonne Goolagong Cawley Medal of Excellence.

In 2023, NSW was successful in securing the Ash Barty Cup (aggregate best performing on-court team), at the NITC. The team result highlighting the depth and calibre of Aboriginal and Torres Strait Islander players in NSW. NSW players were represented in both 18/U boys and girls event finals. Sophie Foster (NSW) finished runner up to Giselle Kawane (QLD) in the girls event, and Charlie Pade (NSW) defeated Quincy Khan (NSW) in the 18/U boys final. Players were presented their trophies by 14-time Grand Slam champion Evonne Goolagong Cawley.

Charlie Pade described the experience as “pretty awesome”, he said “It’s been a great week down here, a lot of tough matches and I’m really happy to get the win,” Pade said. “My goal in tennis is to just keep playing, keep enjoying it, and see where it takes me. I want to get as far as I can, so will just keep training and playing hard. I love coming to events like this, to experience culture, it definitely keeps you more grounded, and knowing where you come from is such an important part of your life.”

Coach Engagement & Development

Coaching Unlimited, Tennis NSW and Tennis Australia partnered to host a free Participation Coaching Course for Aboriginal and Torres Strait Islander people in 2024. Coaching Unlimited is a national coach education program that supports Aboriginal and Torres Strait Islander people to become qualified sport coaches. The eight participating coaches gained experience across a range of areas, whilst also gaining an introductory coaching accreditation and a complimentary Tennis Australia Coach Membership for a year.

Proud Wiradjuri man and Tennis NSW First Nations Advisory Group Member, Ian Goolagong, came on board as a Coach Mentor during the course and talked to the importance of Aboriginal and Torres Strait Islander Coaches in the community.

Course participant and proud Wiradjuri man Ceejay Ah-See, who grew up playing competitive tennis and remains active in the tennis community in Orange, NSW, said of the program “I had an awesome time doing the course, learned a lot of new skills and found a new love for the sport.” Ceejay plans to move forward with his next coaching qualification after participating in this course.

Governance & Advisory

Tennis NSW established its RAP Working Group in 2021 and the representatives involved in the Working Group have remained consistent through to the publication of this RAP. There are two Aboriginal and/or Torres Strait Islander representatives on the Working Group which has a total of six members, with the remaining positions comprising of Tennis NSW Executive Team members who hold accountabilities for the delivery of the RAP activities.

RAP Working Group

Kyah Jones
Tennis Australia – First Nations Lead

Donna Coady
NSW Government

Darren Simpson
TNSW Chief Executive Officer

Nikita Sayle
TNSW Head of Venue and Community

Tiarnna Spice
TNSW Head of Marketing, Communications & Member Engagement

Matt Allen
TNSW Head of Governance, Membership & Integrity

The Tennis NSW First Nations Advisory Group is comprised of volunteers and Tennis NSW staff with five Aboriginal and/or Torres Strait Islander peoples in the group of eight members. An Aboriginal and/or Torres Strait Islander identifying member is appointed as Co-Chair alongside the Tennis NSW Head of Venue and Community. The First Nations Advisory Group met for the first time in November 2023 and has provided important guidance on the development of this Innovate RAP.

First Nations Advisory Group

Barry McGrady (Co-Chair)

Ian Goolagong

Nardia Pade

Tiarna Williams

Dylan Dwyer

Nikita Sayle (Co-Chair)

Dr Andrew Bennie

Ross McLean

Tennis NSW also has staff representation on the Tennis Australia Member Association First Nations Working Group and the NSW Office of Sport's Aboriginal Sport and Active Recreation Network.



Relationships

Through a commitment to allyship and fostering strong relationships with Aboriginal and Torres Strait Islander stakeholders and communities, we aim to contribute to a more equitable future, that will enrich our sport. Grounded in acknowledging the past and recognising the enduring strength and resilience of Aboriginal and Torres Strait Islander peoples, we are committed to nurturing shared knowledge, genuine connections, cultural understanding, and community empowerment through tennis.



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.	May 2025	Head of Venue and Community
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	Head of Venue and Community
	• Tennis Development Officers to establish relationships with Aboriginal community stakeholders where Tennis NSW has plans for community programming delivery through affiliated Tennis NSW venues or by Tennis Australia Coach Members.	June 2025	General Manager – Tennis Development
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May- 3 June, [2025, 2026]	Head of Marketing, Communications and Member Engagement
	• Promote and circulate NRW resources and materials to TNSW stakeholders including players and members (includes clubs, venues and coach operators).	27 May- 3 June, [2025, 2026]	Head of Marketing, Communications and Member Engagement
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, [2025, 2026]	CEO
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, [2025, 2026]	CEO
	• Organise at least one NRW event each year.	27 May- 3 June, [2025, 2026]	Head of Marketing, Communications and Member Engagement
	• Register all our NRW events on Reconciliation Australia's NRW website.	May [2025, 2026]	Head of Marketing, Communications and Member Engagement
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2025	Community, Inclusion & Programs Manager
	• Communicate our commitment to reconciliation publicly.	27 May- 3 June, [2025, 2026]	Head of Marketing, Communications and Member Engagement
	• Publish RAP & supporting information on the Tennis NSW website.	April 2025	Head of Marketing, Communications and Member Engagement
	• Explore opportunities to positively influence our stakeholders to drive reconciliation outcomes (including venues, coaches, players, spectators).	September 2025	Community, Inclusion & Programs Manager
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2025	Community, Inclusion & Programs Manager
4. 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.	June 2025	Head of Governance, Membership and Integrity
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2025	Head of Governance, Membership and Integrity
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2025	Head of Governance, Membership and Integrity
	• Educate senior leaders on the effects of racism.	June [2025, 2026]	CEO
5. Establish and maintain connections with Aboriginal and Torres Strait Islander people in the tennis community.	• Maintain Aboriginal and Torres Strait Islander participant data system.	January 2025 -January 2027	Community, Inclusion & Programs Manager
	• Maintain Tennis NSW Yarning All Things Tennis Network platform to connect Aboriginal and Torres Strait Islander players, families and Tennis NSW.	January 2025 -January 2027	Community, Inclusion & Programs Manager
	• Engage with Aboriginal and Torres Strait Islander players to provide feedback on products, services and initiatives.	August 2025	Community, Inclusion & Programs Manager
	• Explore and identify opportunities to strengthen networks and relationships with Aboriginal and Torres Strait Islander tennis leaders (coaches, officials, administrators).	June 2025	Community, Inclusion & Programs Manager

Respect

By embracing and honouring Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights, we establish the foundation for genuine respect. Our aim is to create welcoming, safe, and inclusive spaces within all areas of our sport for Aboriginal and Torres Strait Islander peoples. We are dedicated to improving cultural safety and awareness within our organisation and the tennis community through practices of truth-telling, acknowledgment, continuous learning, and the celebration of Aboriginal and Torres Strait Islander communities and cultures.



Action	Deliverable	Timeline	Responsibility
6. 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.	June 2025	Community, Inclusion & Programs Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2025	Community, Inclusion & Programs Manager
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	May 2025	Community, Inclusion & Programs Manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2025, September[2025, 2026]	CEO
	• Tennis NSW Board and senior leaders to be invited to attend RAP Launch and National Indigenous Tennis Carnival.	January 2025, May [2025, 2026]	CEO
	• Complete staff questionnaire to understand cultural learning needs.	June 2025	CEO
	• Provide opportunities for all staff and Board members to engage in Aboriginal and Torres Strait Islander cultural awareness training.	September [2025, 2026]	CEO
7. 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.	September 2025	Community, Inclusion & Programs Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2025	Community, Inclusion & Programs Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January, May, November [2025, 2026]	CEO
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2025	CEO
8. 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.	First week in July, [2025, 2026]	CEO
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Head of Governance, Membership and Integrity
	• Promote local opportunities and encourage participation in external NAIDOC events to all staff.	July, [2025,2026]	Head of Marketing, Communications and Member Engagement
9. Embed respect for Aboriginal and Torres Strait Islander cultures through visibility and representation across physical and digital work environments.	• Create a Tennis NSW team uniform design featuring “Serving the Tennis Community” artwork.	April 2025	Head of Marketing, Communications and Member Engagement
	• Identify and implement ways of recognising Aboriginal and Torres Strait cultures across the physical work environment of Tennis NSW.	April 2025	Community, Inclusion & Programs Manager
	• Develop or identify support resources for distribution to local tennis venues to enhance Aboriginal and Torres Strait Islander cultural understanding, visibility, and respect.	April 2025	Community, Inclusion & Programs Manager

Opportunities

At the heart of this Innovate RAP lies a commitment to creating opportunities through collaborative efforts with Aboriginal and Torres Strait Islander people. Tennis NSW recognises the significance of empowering individuals, communities, and businesses through a strength-based approach that acknowledges and values their capabilities, skills, knowledge, and connections. By embracing this approach, Tennis NSW aims to not only accelerate its impact but also to foster a culture of genuine inclusion and empowerment within the organisation and broader tennis community.

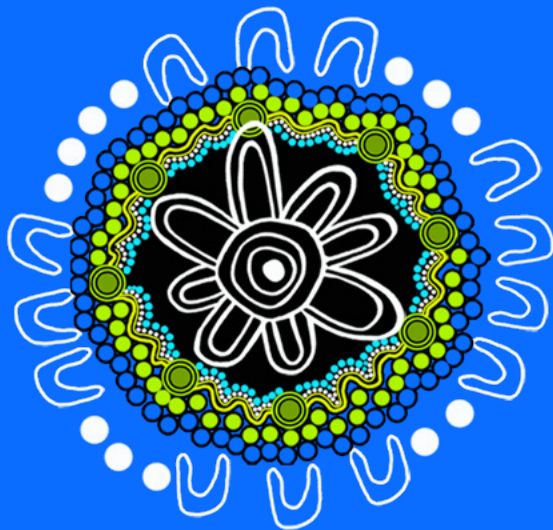


Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2026	Community, Inclusion & Programs Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on the development of a recruitment, retention, and professional development strategy.	February 2026	Community, Inclusion & Programs Manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	March 2026	CEO
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2026	CEO
	• Review HR recruitment procedures and policies to remove barriers for Aboriginal and Torres Strait Islander employment in our workforce.	March 2026	Head of Governance, Membership and Integrity
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Engage Aboriginal and Torres Strait Islander suppliers during the National Indigenous Tennis Carnival (e.g. Aboriginal and Torres Strait Islander Coaches and local Aboriginal and Torres Strait Islander owned businesses).	May [2025, 2026]	Community, Inclusion & Programs Manager
	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Head of Governance, Membership and Integrity
	• Investigate Supply Nation membership.	June 2026	Head of Governance, Membership and Integrity
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Head of Governance, Membership and Integrity
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026	Head of Governance, Membership and Integrity
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2026	Head of Marketing, Communications and Member Engagement
12. Increase representation of Aboriginal and Torres Strait Islander people in Tennis development and participation initiatives.	• Deliver Aboriginal and Torres Strait Islander tennis initiatives in collaboration with Tennis Australia including, but not limited to, the National Indigenous Tennis Carnival events in NSW.	January, May, August [2025, 2026]	Community, Inclusion & Programs Manager
	• Promote opportunities for Aboriginal and Torres Strait Islander people to access education and training in coaching, officiating, and community leadership roles.		Community, Inclusion & Programs Manager
	• Investigate and implement supports that reduce barriers for Aboriginal and Torres Strait Islander people to participate in tennis development initiatives including, coaching, officiating, and community leadership (e.g., Tennis NSW Future Leaders Program Scholarship).	August [2025, 2026]	Community, Inclusion & Programs Manager
	• Engage with stakeholders to develop sustainable initiatives that increase access to tennis participation for Aboriginal and Torres Strait Islander peoples.	June 2025	Community, Inclusion & Programs Manager
	• Maintain page on the Tennis NSW website providing key information about tennis opportunities specifically for Aboriginal and Torres Strait Islander communities, including how to connect with Tennis NSW.	March [2025, 2026]	Head of Marketing, Communications and Member Engagement
	• Communicate opportunities to engage with Tennis NSW through Aboriginal and Torres Strait Islander database.	March, November [2025, 2026]	Community, Inclusion & Programs Manager

Governance



Action	Deliverable	Timeline	Responsibility
14. 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.	March, June, September, December [2025, 2026]	Community, Inclusion & Programs Manager
	• Establish and apply a Terms of Reference for the RWG.	May 2025	Head of Governance, Membership and Integrity
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December [2025, 2026]	Community, Inclusion & Programs Manager
15. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June [2025, 2026]	Community, Inclusion & Programs Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	January 2025, June [2025, 2026]	CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2025, June [2025, 2026]	Community, Inclusion & Programs Manager
	• Appoint and maintain an internal RAP Champion from senior management.	June 2025, 2026	CEO
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	Community, Inclusion & Programs Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Community, Inclusion & Programs Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Community, Inclusion & Programs Manager
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December, annually	Community, Inclusion & Programs Manager
	• Publicly report our RAP achievements, challenges and learnings, annually.	May [2025, 2026]	CEO
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Community, Inclusion & Programs Manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	Community, Inclusion & Programs Manager
17. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Community, Inclusion & Programs Manager
18. Maintain engagement with Tennis NSW First Nations Advisory Group to support implementation of RAP commitments, cultural advice and community feedback.	• Review First Nations Advisory Group terms of reference annually.	October [2025, 2026]	Community, Inclusion & Programs Manager
	• Meet at least four times per year with First Nations Advisory Group.	March, June, September, December [2025, 2026]	Community, Inclusion & Programs Manager
	• Review appropriate reward and recognition for First Nations Advisory Group Members.	October [2025, 2026]	Community, Inclusion & Programs Manager



THANK YOU

First Nations Advisory Group:

Barry McGrady (Co-Chair)

Nikita Sayle (Co-Chair)

Nardia Pade

Tiarna Williams

Dylan Dwyer

Dr Andrew Bennie

Ross McLean

Ian Goolagong

Tennis NSW RAP Working Group

Kyah Jones

Donna Coady

Darren Simpson

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Tiarnna Spice

Matt Allen

If you would like to contribute or be
involved with our Tennis NSW RAP please
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