



**“JENNEBE” by JASMINE SARIN**

*Gadigal word for laughter*

This artwork highlights the coming together of many different communities for sport. Each circle is a representation of both team and community. Each concentric circle is slightly different to reflect different people, skills, and experiences. All the circles are connected in some way. Connection is important to ensure we stay strong and healthy, both individually and as a community. The colours are based predominantly on the Office of Sport’s primary and secondary colour palettes, which gave inspiration for the sunset fade in the background. The black u-shapes represent people, particularly, Elders. The Elders watch over the event and are bounded by lines of dots to signify the long history and importance of Aboriginal people in sport.

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View or download this report from the Office of Sport website: [www.sport.nsw.gov.au/rap](http://www.sport.nsw.gov.au/rap)

NSW Office of Sport

# Reconciliation Action Plan

May 2024 – December 2026







# Acknowledgement of Country

The NSW Office of Sport acknowledges and celebrates the Traditional Custodians of the lands and waters of NSW where we work, live and play.

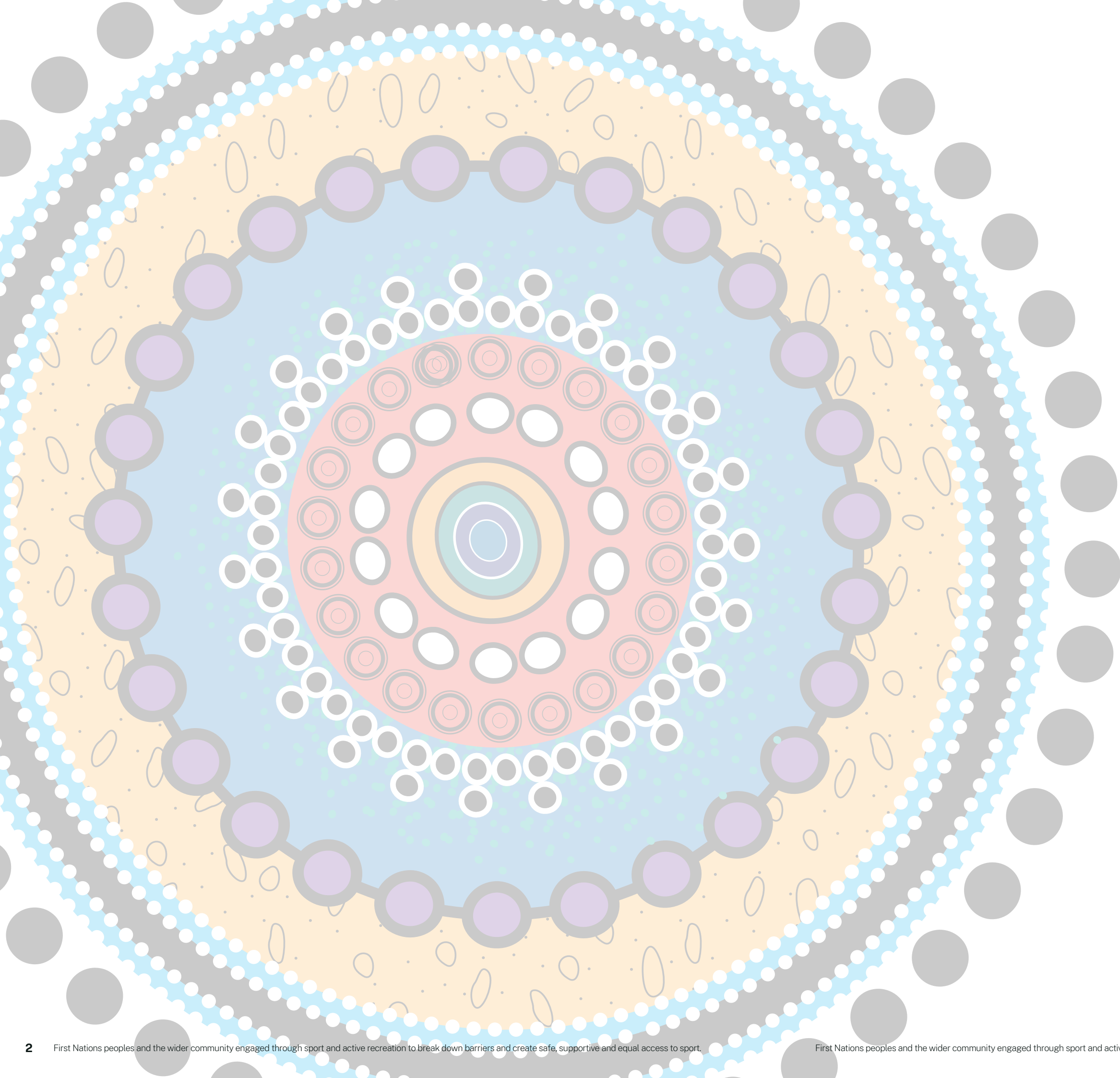
We pay our respects to Elders past and present, and recognise their strengths, knowledge, and continuing connection to Country.

Acknowledgement and thanks also to the Aboriginal Staff Network and the RAP2.0 Working Group members on the development of our Reconciliation Action Plan.

Throughout the RAP, the term 'First Nations' is used instead of 'Aboriginal and Torres Strait Islander.'

Artwork - "Jennebe" by Jasmine Sarin





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Artwork

As we move to our second RAP, we have retained “Jennebe” as our RAP artwork.

Photo by Daniel Kuhec

About the Artist – Jasmine Sarin

I am a proud Kamilaroi and Jerrinja woman from NSW. I grew up predominantly on the South Coast in Nowra (Jerrinja and Yuin country) and Wollongong (Dharawal country) but have country influences from Coonabarabran in Central West NSW (Kamilaroi country). I have worked most of my life around the great Eora (particularly Gadigal and Dharug land) and currently reside in Spring Farm on Dharawal country. I am a

self-taught visual artist and graphic designer. My artwork tells the story of my experiences growing up and my ongoing journey in this world. This allows me to bring contemporary methods and concepts to the oldest culture on earth. I pay my respects to my elders both past and present and acknowledge that the land on which we all live, work and play was, is and always will be Aboriginal land.



“Jennebe”

*Gadigal word for laughter*

This artwork reflects the importance of sport and physical activity in community. The love of sport brings tens of thousands of Aboriginal and Torres Strait Islander peoples together to reconnect, spectate, play, coach and just enjoy the love of the game. Not only has the involvement of Aboriginal people in sport been a game changer across many codes, it has also led to the spotlighting of cultural and political issues that has seen many changes in this State and country. Sport has always been a major social event in Aboriginal communities and continues to play a greater role in the ongoing recognition of Aboriginal culture and history.



# A Message From Our Chief Executive

Karen Jones,  
Chief Executive, Office of Sport



NSW Office of Sport is deeply committed to reconciliation and a more equal and respectful future for First Nations people and communities. Over the past three years, we have utilised our 'Innovate' Reconciliation Action Plan (RAP) as a platform for learning from and engaging with staff and the communities we serve.

Key achievements emerging from our first RAP have included development and delivery of cultural awareness training for staff, increasing First Nations business procurement and the re-establishment of the NSW Aboriginal Sport and Recreation Network to support sport and active recreation sector engagement in reconciliation.

It is important to continually work to build trust and genuine relationships, reflect and establish mechanisms for ongoing communication. Prior to our first RAP, an informal Aboriginal Staff Network (ASN) had been operational for several years. The ASN was subsequently formally recognised as an endorsed internal mechanism to ensure cultural alignment of the Office's programs and services. The input of the ASN has been an integral component of the development of our second RAP.

Our second 'Innovate' RAP 2024-2026 builds on the progress already made by further embedding our RAP focus areas to become business as usual, continuous improvements for First Nations peoples' employment, engaging sector partners in reconciliation opportunities and building a more active future for all people in NSW. It is our intention to continue working closely with NSW First Nations communities to ensure our commitments and actions lead to meaningful and sustainable outcomes.

I am proud of how far we have come, but there is still much more we need to do. By continuing to recognise and celebrate our diversity we will become a better organisation that truly represents the communities and sector we serve. I have great confidence we will continue to see positive outcomes by working together on our journey towards reconciliation.

# A Message From Reconciliation Australia

Karen Mundine,  
Chief Executive Officer, Reconciliation Australia



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 NSW Office of Sport will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to NSW Office of Sport 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.

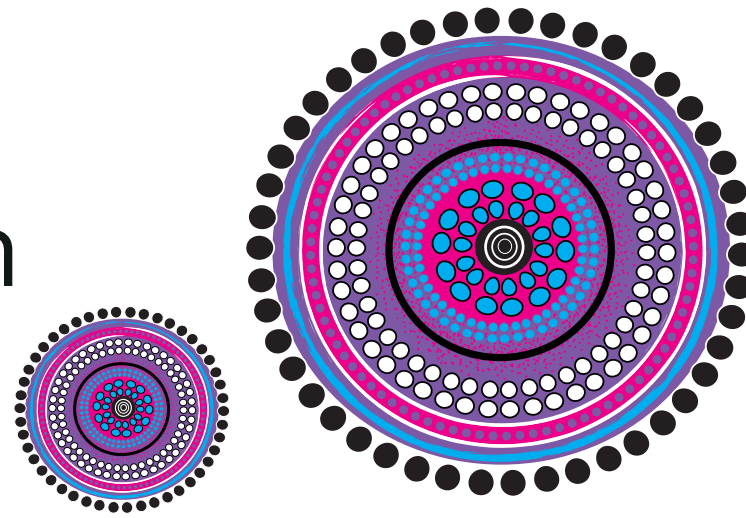
This Innovate RAP is an opportunity for NSW Office of Sport to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, NSW Office of Sport will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of NSW Office of Sport's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations NSW Office of Sport on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



# Our Vision for Reconciliation



The NSW Office of Sport (the Office) recognises Aboriginal and Torres Strait Islander peoples as the First Nations peoples of Australia and acknowledge their continuing spiritual, cultural, social and economic connection to our lands and waters.

Our Vision for Reconciliation is **First Nations peoples and the wider community engaged through sport and active recreation to break down barriers and create safe, supportive and equal access to sport.**

The development of a Reconciliation Action Plan (RAP) supports our mission for the Office to improve social, health and economic outcomes for First Nations people in NSW.

## To achieve this Vision we must:

- Provide an environment within the NSW Office of Sport that is supportive, safe and delivers equal access to opportunities for all
- Incorporate experiences from our first RAP into our daily business and embed inclusive practices across the entire organisation
- Use sport and active recreation as a vehicle to foster stronger relationships with First Nations people and connect with their communities
- Work alongside First Nations people to build active, healthier communities underpinned by greater engagement, retention, achievement and respect
- Provide opportunities to support improved economic and social outcomes through promoting equity in employment and supplier diversity
- Be a lead agency of reconciliation across the sport and active recreation sector, through sound policy, advocacy and pathways of greater understanding, implementation and empowerment of First Nations people's cultural, social and economic advancement
- Highlight the unique contribution of our First Nations peoples to sport, to our Centres and Venues, our organisation and the history of Australian sport

The Office works closely with First Nations communities to harness the power of sport and active recreation as a vehicle for change. By focusing on our internal policies and processes we will continue on the path to ensuring that we offer a culturally safe place for our First Nations staff and communities. The internal changes we have made with our first RAP and the opportunities we have identified through our second RAP will bring us towards reconciliation by building awareness, changing the way we do business and refining our policies and procedures to be more inclusive.



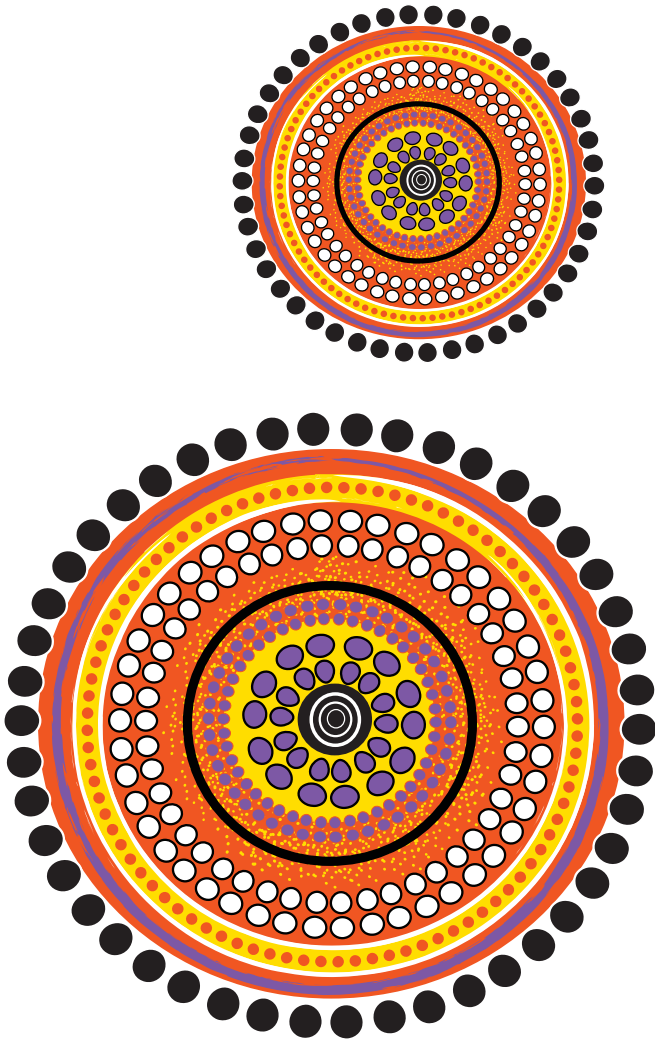


# Our Business

The NSW Office of Sport (the Office) is the lead NSW Government agency for sport and active recreation.

By providing leadership, policies, programs, funding and infrastructure, we make a difference to people’s lives –creating healthier people, connecting communities and making a stronger NSW. Our team members are collaborative, creative, hardworking and innovative, brought together by a common goal of making sport and active recreation accessible and enjoyable for everyone in NSW. The Office employs 404 staff, with 14 identifying as First Nations people.

Sport has evolved significantly over recent years –once seen as a strictly structured and competitive pursuit, it now has many forms undertaken by people from all walks of life to improve their physical and mental health and form social connections. The Office works to lead and guide this broadening definition of sport and active recreation to ensure more



people in NSW have the opportunity to participate throughout their lives. Throughout the RAP references to ‘sport’ also include ‘active recreation.’

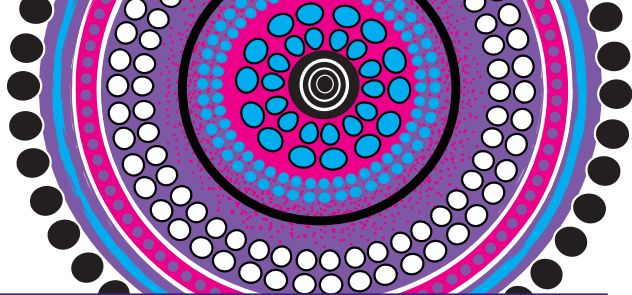
Active people and communities need places and spaces in which to play, so a key component of our work is in planning, coordinating and optimising infrastructure across the State. We recognise the importance of fit-for-purpose facilities in driving participation and building social connection, which in turn leads to improved physical and mental health. The Office operates 10 Sport and Recreation Centres, five Olympic Sport Venues, and Regional Offices throughout NSW. We partner with State Sporting Organisations (SSOs), local councils and community sporting organisations in the planning and delivery of sports facilities. The Office also distributes government funds to ensure sporting infrastructure around the state is fit-for-purpose –whether that be for elite athletes, junior sport participants, coaches and officials or those engaged in casual active recreation.

We understand the value of the sport and active recreation sector in bringing together and providing opportunities for people of all ages, genders, backgrounds and abilities. We work together with the sector, its more than 10,000 providers and its volunteer and paid workforce of over half a million people, to make sport a place for everyone.





# Our Locations

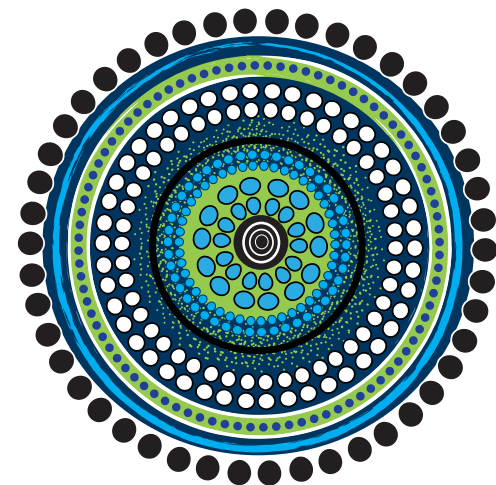


	LOCATION	ABORIGINAL NATION
Metropolitan	Sydney International Regatta Centre (Penrith)	Dharug Country
	Penrith Whitewater Stadium	Dharug Country
	Sydney International Shooting Centre (Cecil Park)	Dharug Country
	Sydney International Equestrian Centre (Horsley Park)	Dharug Country
	Southern Highlands Regional Shooting Complex (Hill Top)	Gandangara/Dharawal Country
	Dunc Gray Velodrome (Bass Hill)	Dharug Country
	Narrabeen	Eora Country
	Sydney Olympic Park	Wann-gal Country
Northern	North Coast Regional Office	Bundjalung Country
	Lake Ainsworth (Lennox Head)	Bundjalung Country
	Point Wolstoncroft (Gwandalan)	Darkinyung Country
	Hunter Regional Office	Awabakal Country
	Milson Island (Hawkesbury River – Brooklyn)	Darkinyung Country
	Broken Bay (Hawkesbury River – Patonga)	Darkinyung Country
	Central Coast Regional Office	Darkinyung Country
Southern	Berry Centre	Dharawal Country
	Borambola Centre	Wiradjuri Country
	Jindabyne Centre	Ngarigo Country
	Wollongong / Illawarra Shoalhaven Regional Office	Dharawal Country
	Wagga Wagga / Riverina Murray Regional Office	Wiradjuri Country
Western	Lake Keepit	Gomeroi Country
	Tamworth Regional Office	Gomeroi Country
	Orange Regional Office	Wiradjuri Country
	Lake Burrendong	Wiradjuri Country
	Dubbo Regional Office	Wiradjuri Country





# Our Reconciliation Action Plan (RAP)



## Our commitment to reconciliation

Acknowledging the impact of Australia’s colonial history through truth telling is a vital step in understanding the correlation between our nation’s history and the disadvantages and inequities that First Nations people continue to face today. Acceptance and understanding of this history is a key element of the reconciliation process. We must actively listen to First Nations people and take proactive steps to authentically support reconciliation and bring about real, tangible outcomes. Incorporating First Nations voices in the co-design, delivery and evaluation of policies and programs is crucial to increasing participation by First Nations people in all levels of sport and active recreation. Moving forward in a way that does not increase cultural load requires care and commitment to reconciliation.

## The unique place of sport and active recreation

The Office understands the significant role sport has in bringing First Nations communities together. Sport provides a powerful opportunity to contribute to community identity and cohesion, as well as being a focal point for engagement and achievement. Meaningful engagement with First Nations staff, communities and stakeholders can provide mutual benefits such as innovation in policy and program delivery, diversity in decision making, increased cultural safety and increased participation in sport and active recreation.

## Our first RAP

Our first RAP (2021-2023) was developed and implemented in partnership with Venues NSW (VNSW). This joint Innovate RAP focussed on reviewing, testing and refining internal policies and procedures to improve cultural safety for First Nations staff of both organisations. Nearing the completion of the RAP, a NSW Office of Sport RAP2.0 Working Group was convened to undertake an internal review to identify achievements, summarise lessons learnt and highlight ongoing challenges. Some key findings of the review included:

- Uniform support by staff to continue the Office’s reconciliation journey with preparation of a new RAP, separate from VNSW that met the unique needs of the Office
- Enhanced awareness and understanding of the diversity of First Nations peoples’ cultures resulting from the delivery of cultural competency training to all staff including during corporate induction
- Although some policies and procedures had been updated to enhance First Nations’ perspectives (e.g. widespread incorporation of cultural protocols such as Acknowledgement of Country), there was further learning and action to be done before they could be considered business-as-usual practices across the entire organisation

The review led the Working Group to recommend that undertaking another Innovate RAP would help the Office embed and consolidate improved procedures and pilot new and innovative reconciliation initiatives across the sector.

## Our second RAP

The Office’s Chief Executive, Karen Jones, is the nominated Champion for the development and implementation of our second RAP, and of our ambition to become a leader in reconciliation across the NSW sport and active recreation sector.

Our second Innovate RAP strives to build on initial successes and address challenges emerging from our first RAP. With a renewed focus on how we can continue to empower First Nations people through sport and active recreation, we will work to:

- Develop and implement a Cultural Learning Strategy to further embed cultural learning training introduced during our first RAP
- Extend celebration and staff engagement of significant dates such as National Reconciliation

Week (NRW) and National Aboriginal and Islander Day Observance Committee (NAIDOC) week

- Finalise and implement a First Nations Employment Strategy to support our commitment to improving employment opportunities and workplace experiences for First Nations people
- Prepare engagement principles as part of a centralised strategy to empower the Office’s staff to further develop meaningful relationships with First Nations stakeholders across the State

In doing this we will build on initial successes, learn from challenges and work more effectively to achieve our Vision of **First Nations people and the wider community engaged through sport and active recreation to break down barriers and create safe, supportive and equal access to sport.**







## Case Study

# NSW Aboriginal Sport and Active Recreation Network

In March 2023, the Office re-established a State Aboriginal network to share stories, resources, programs and opportunities within the sports sector.

The NSW Aboriginal Sport and Active Recreation Network meets every two months and is resourced and co-chaired by representatives from the Office's Aboriginal Staff Network (ASN) and the Sector Performance team. Members include representatives from 10 SSOs, the Police Citizens Youth Club NSW (PCYC), Royal Life Saving Society of NSW, Lloyd McDermott Rugby Development, Aboriginal Development Officers and other staff from within the Office.

The network is a platform for SSOs working with First Nations communities to connect, align their work and develop ways to remove culturally specific barriers to participation. Enhancing the membership, reach and impact of the network is one example of how the Office is demonstrating leadership in reconciliation across the sector and building on the success of our first RAP.



# Our Team

## The development of the Office RAP was supported by:

- Chief Executive, Office of Sport, RAP Champion
- Executive Director, Centres, Venues and Regions
- Executive Director, Policy and Planning
- Director, Policy

## Working Group

- Project Officer, Indigenous (Co-Chair)
- Principal Policy Officer (Co-Chair)
- Executive Director, Centres, Venues and Regions
- Executive Director, Corporate
- Director, Sector Performance
- Head of Marketing and Communications
- Principal Project Officer
- Project Officer, Sector Performance
- Corporate Communications and Engagement Manager
- Development Officer, Aboriginal, Northern Region
- Development Officer, Aboriginal, Southern Region



# The Aboriginal Staff Network (ASN)

The ASN is an important internal source of advice and support for initiatives delivered across the Office. Prior to our first RAP, an informal ASN had been operational for several years. The ASN was subsequently formally recognised as an endorsed internal mechanism to provide a First Nations' perspective of the Office's internal corporate services and programs.

The ASN supports the Office by:

- Providing feedback and advice regarding the development of the Office's guidelines, programs, and policies, including those specific to First Nations peoples as well as other priority population groups
- Assisting and advising about implementation of actions within the RAP

- Liaising with staff, management and the Office's Core Executive to ensure the cultural alignment of programs and services to First Nations people and industry stakeholders.

The ASN was an integral component of the development of our second RAP and provided advice and guidance throughout its development.

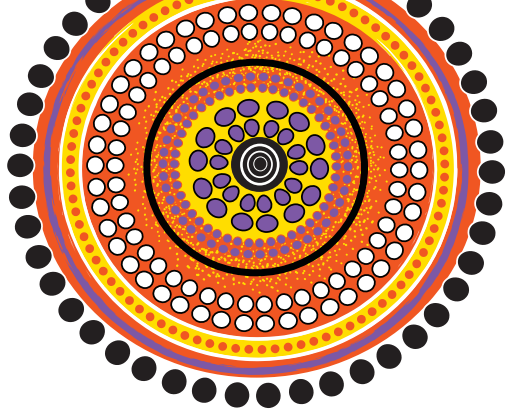
## Aboriginal Staff Network (ASN)

Members include:

- Project Officer, Indigenous (Chair)
- Development Officers, Aboriginal (Northern, Southern, Western)
- Manager, Corporate Planning and Performance



# Our Consultation Process



Our second RAP was developed during 2023/2024 by the RAP2.0 Working Group in conjunction with the ASN and an internal Diversity and Inclusion Committee. The Working Group consisted of at least two First Nations members and key senior representatives from across the organisation. The Diversity and Inclusion Committee provided oversight of the working group and also included a First Nations staff member.

The initial stage of the development process consisted of a review of our first combined NSW Office of Sport and Venues NSW RAP. Key lessons, challenges and achievements emerging from the review were used by the Working Group to inform development of the second RAP.

The draft RAP was initially distributed for internal feedback. Fourteen on-line consultation sessions were held for staff across the organisation and over 150 staff participated. This accounted for almost 40% of the Office's staff. Staff feedback was also received via a dedicated RAP mailbox. Ongoing updates and consultations with the ASN were undertaken throughout the entire development process.

A number of external organisations were invited to comment on our draft RAP, and we would like to thank the following organisations for their engagement with this process:

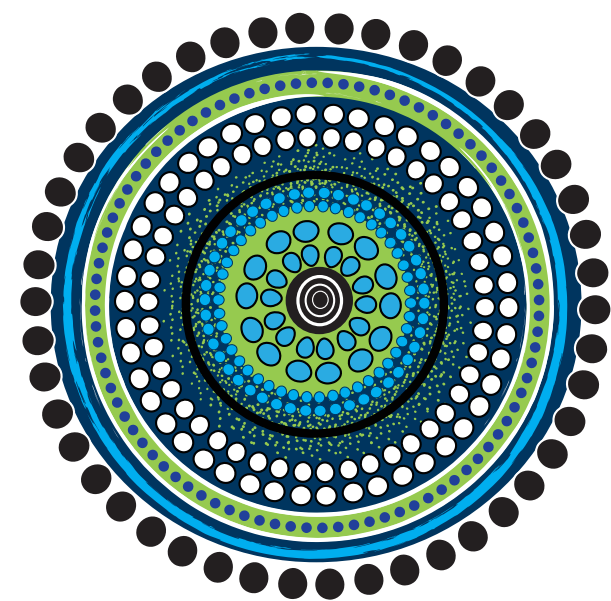
- Aboriginal Affairs NSW
- NSW Department of Communities and Justice

The Working Group remained in place until the new RAP was endorsed by Reconciliation Australia. A new group, the Reconciliation Action Plan Implementation Team (RAPIT) was then formed. The RAPIT includes a First Nations Co-Chair and at least one other First Nations member. The RAPIT oversees the RAP implementation groups that includes relevant content experts from across the organisation. Each implementation group consists of at least two First Nations representatives.





# Achievements From Our First Reconciliation Action Plan



Implementing our first RAP signalled that the Office was ready to deepen our relationships with staff, stakeholders and the community as we engaged in reconciliation. Not only did staff implement actions within the RAP but some actively sought opportunities to innovate and go beyond listed initiatives. Key achievements from our 2021-23 combined NSW Office of Sport and Venues NSW RAP include:

- Establishment of the Aboriginal Staff Network as a formal mechanism within the Office to ensure the cultural alignment of the Office's policies, programs and services to First Nations people and industry stakeholders
- Re-establishing a NSW Aboriginal SSO network to share resources and support the sport and active recreation sector in its work with First Nations athletes and communities
- Development and delivery of cultural awareness training to staff

- Annual NRW and NAIDOC Week in person and online celebrations instigated across the Office
- Acknowledgment of Country plaques installed at each of our 16 Centre, Olympic Venues and Office sites
- Delivering unconscious bias training to assist the Office's staff examine the effects of racism and to be more self-aware and inclusive
- Engagement with First Nations businesses to supply goods and services to the Office's facilities and implementation of training to encourage ongoing engagement throughout the organisation. that supports our RAP objectives

We recognise that there is still a long way to go. Our second stand-alone RAP will actively build on the successes of our first collaboration with Venues NSW.







# 1



## Relationships

Genuine collaborative relationships with First Nations people involve mutual respect, accountability, and reciprocity. Sport provides an important opportunity for working with First Nations communities, community-controlled organisations and businesses. Building and deepening these relationships will be how the Office will work towards reconciliation.

We believe that a collaborative approach delivers the best results. The Office will incorporate engagement principles into business-as-usual practices to establish and maintain genuine relationships with First Nations stakeholders and organisations. We will continue to engage constructively with our partners to advance reconciliation outcomes throughout the sport and active recreation industry.

**Note: Input from First Nations staff is critical for each of the Deliverables in the RAP.**

**It is incumbent on the project lead to ensure that there has been engagement with First Nations staff through a First Nations representative of the relevant RAP Implementation Working Group, or directly through the ASN.**





# Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	a. Meet with local First Nations stakeholders and organisations to inform the development of guiding principles for future engagement	July 2024	Chair Aboriginal Staff Network  <b>SUPPORTED BY:</b> Executive Director Centres, Venues and Regions
	b. Develop engagement principles that empower Centres, Venues and Regions to establish and maintain relationships with local First Nations stakeholders and organisations	July 2024	Chair Aboriginal Staff Network  <b>SUPPORTED BY:</b> Executive Director Centres, Venues and Regions
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	a. Continue to deliver a minimum of one NRW activity annually	May 2024, 2025, 2026	Head of Marketing and Communications
	b. RAP Implementation Team members to participate in an external NRW event	May 2024, 2025, 2026	Co-Chairs RAPIT
	c. Continue to circulate Reconciliation Australia's NRW resources and materials to all staff through a range of internal communication channels	May 2024, 2025, 2026	Head of Marketing and Communications
	d. Promote NRW activities and events being held both internally and externally	May 2024, 2025, 2026	Head of Marketing and Communications
	e. Ensure ongoing encouragement of all staff to attend and participate in NRW activities, both internal and external	May 2024, 2025, 2026	Head of Marketing and Communications
	f. Register all our NSW events on Reconciliation Australia's NRW website	May 2024, 2025, 2026	Head of Marketing and Communications
<b>3</b> Promote reconciliation through our sphere of influence.	a. Continue to communicate our commitment to reconciliation by sharing the stories and achievements of the Office's RAP journey	May 2024, 2025, 2026	Co-Chairs RAPIT  <b>SUPPORTED BY:</b> Head of Marketing and Communications
	b. Implement strategies (including events and developing a communication plan) to engage our staff in reconciliation	May 2024, 2025, 2026	Co-Chairs RAPIT  <b>SUPPORTED BY:</b> Head of Marketing and Communications

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3</b> Promote reconciliation through our sphere of influence.	c. Explore opportunities to positively influence our stakeholders to drive reconciliation outcomes	December 2024, 2025, 2026	Co-Chairs RAPIT  <b>SUPPORTED BY:</b> Head of Marketing and Communications and Director Sector Performance
	d. Collaborate with other like-minded organisations to develop ways to advance reconciliation: <ul style="list-style-type: none"><li>• Develop and implement a communications plan to share the learnings from our RAP journey and encourage and influence our partners to consider commencing their own</li><li>• Identify other stakeholders that have a RAP and work with them on joint programs for First Nations people</li><li>• Promote reconciliation programs/activities with stakeholders in the sport and active recreation industry</li><li>• Promote examples of other sporting organisations who are positively contributing to reconciliation</li></ul>	December 2024  December 2024  December 2025  December 2025	Co-Chairs RAPIT  <b>SUPPORTED BY:</b> Head of Marketing and Communications and Director Sector Performance
	e. Support state-wide First Nations sporting and cultural events.	October 2024, 2025, 2026	Executive Director Centres, Venues and Regions  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	a. Conduct an ongoing review of Human Resources guidelines, policies and procedures to ensure existing and future anti-discrimination provisions are fit for purpose, communicated to staff and promote cultural safety in the workplace	May 2024, 2025, 2026	Director, People and Culture
	b. Engage with First Nations staff for input on anti-discrimination content in any new or revised human resources policies	May 2026	
<b>4</b> Promote positive relations through anti-discrimination.	c. Continue to educate all staff on the effects of racism	May 2024, 2025, 2026	





# 2



## Respect

The NSW Office of Sport welcomes diversity in the workplace as something that can only strengthen our organisation. Respecting, understanding and appreciation of First Nations people is of tremendous importance to us.

Through ongoing cultural awareness training, resource development and new reconciliation experiences for staff, the Office will further enhance staff awareness and understanding of First Nations communities and cultures. Our focus is on developing cultural capability as well as celebrating the work and achievements of our First Nations staff and all staff working with First Nations communities.

The Office is the current custodian of a collection of culturally significant sites across NSW in our Centres, Venues and Regional Offices. The facilities provide a unique opportunity to educate our staff, clients and visitors about the ongoing connection First Nations communities have with the land as the oldest living culture in the world. We will demonstrate our ongoing respect and commitment to reconciliation by working to develop management plans for our facilities to protect, manage and celebrate First Nations places, objects, artefacts and sites.

We will continue to build upon lessons learnt from previous RAP initiatives. We will further embed equity and diversity into our organisational culture, demonstrate respect in our organisational practices and model diversity and inclusion for others within the sport and active recreation sector.

**Note: Input from First Nations staff is critical for each of the Deliverables in the RAP.**

**It is incumbent on the project lead to ensure that there has been engagement with First Nations staff through a First Nations representative of the relevant RAP Implementation Working Group, or directly through the ASN.**





# Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5</b> Increase understanding, value and recognition of First Nations' cultures, histories, knowledge and rights through cultural learning.	a. In consultation with Traditional Custodians and/or First Nations advisors, develop, implement and communicate a cultural learning strategy	July 2024	Director, People and Culture  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	b. Conduct an ongoing review of the cultural learning strategy to ensure relevance and currency	May 2025, 2026	Director, People and Culture  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	c. Develop a framework for measuring cultural capability	December 2024	Director, People and Culture  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	d. Continue to ensure all staff are offered formal cultural learning training within six months of employment and annual refresher training	December 2024, 2025, 2026	Director, People and Culture  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	e. All staff to undertake annual refresh of on-line cultural competency training	December 2024, 2025, 2026	Director, People and Culture  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	f. In consultation with the Aboriginal Staff Network, provide additional targeted cultural learning training for staff whose roles entail working with First Nations communities	July 2025, 2026	Director, People and Culture  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
<b>6</b> Demonstrate respect to First Nations peoples by observing cultural protocols.	a. Ongoing implementation and communication of endorsed cultural protocol documents including protocols for Welcome to Country and Acknowledgement of Country for the use of NSW Office of Sport staff, venue operators, event administrators and the sports industry	July 2024	Project Officer Indigenous  <b>SUPPORTED BY:</b> Executive Director Centres, Venues and Regions and Head of Marketing and Communications
	b. Continue to align communication guidelines to cultural protocols	July 2024	Project Officer Indigenous  <b>SUPPORTED BY:</b> Executive Director Centres, Venues and Regions and Head of Marketing and Communications

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6</b> Demonstrate respect to First Nations peoples by observing cultural protocols.	c. Increase staff understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country and place names	May 2024, 2025, 2026	Project Officer Indigenous  <b>SUPPORTED BY:</b> Executive Director Centres, Venues and Regions and Head of Marketing and Communications
	d. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of suitable meetings	July 2024	Project Officer Indigenous
	e. Review and update the directory of key local First Nations contacts	July 2024	
	f. Continue to invite a local Traditional Custodian or implement another appropriate cultural process at significant events each year	July 2024	
	g. Develop a cultural induction framework for the Office's Centre, Venue and Regional Office staff tailored to the local area in consultation with appropriate local organisations or Elders	May 2024, 2025, 2026	
	h. Continue to invite a First Nations staff member to every Corporate Induction Day to: <ul style="list-style-type: none"><li>• Meet new staff members</li><li>• Explain the Welcome to Country and Acknowledgment of County protocols</li><li>• Outline the work of our First Nations staff</li><li>• Talk about the RAP</li><li>• Explain where to get more information</li><li>• Outline the role of the Aboriginal Staff Network and how and when to access this forum</li></ul>	December 2024, 2025, 2026	Director, People and Culture



# Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>7</b> Protect significant Aboriginal sites and artefacts in line with the National Parks and Wildlife Act 1974 (NPW Act) and the Heritage Act 1977 (Heritage Act).	a. Establish contact and work with the relevant stakeholders, such as Local Aboriginal Land Councils, to meet our obligations with respect to newly discovered and existing Aboriginal sites and artefacts under the NPW Act and the Heritage Act	December 2024	Executive Director Centres, Venues and Regions
	b. Conduct a review of Centres and Venues to determine what significant sites / artefacts are currently known to us	December 2024	Executive Director Centres, Venues and Regions
	c. Develop Management Plans for NSW Office of Sport, Centres and Venues to protect and manage Aboriginal artefacts and sites	December 2026	Executive Director Centres, Venues and Regions
	d. Communicate our obligations to site managers and train them in the policies and procedures for management of all significant sites and artefacts	December 2026	Executive Director Centres, Venues and Regions
	e. Develop policies for meeting our obligations under the NPW and Heritage Acts	December 2026	Executive Director Centres, Venues and Regions
<b>8</b> Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	a. Ensure there are no barriers within organisational policies and procedures that may prevent staff participating in NAIDOC Week	October 2024	Director, People and Culture  <b>SUPPORTED BY:</b> All Office Directors
	b. Continue to organise at least one NAIDOC week activity annually	June 2024, 2025, 2026	Head of Marketing and Communications
	c. RAP Implementation Team members to continue to participate in at least one external NAIDOC Week event annually	July 2024, 2025, 2026	Co-Chairs RAPIT
	d. Continue to circulate NAIDOC Week resources, material and event information to all staff	July 2024, 2025, 2026	Head of Marketing and Communications

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8</b> Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	e. Continue to promote and encourage staff participation in external NAIDOC Week events	June 2024, 2025, 2026	Head of Marketing and Communications
	f. Encourage our partners in the sport and active recreation industry to celebrate NAIDOC week	June 2024, 2025, 2026	Executive Director Centres, Venues and Regions







## 3 Opportunities

We believe that opportunities for First Nations peoples, communities and organisations should be woven into how we approach our core business. The state-wide locations of our facilities and engagement with industry stakeholders who work across NSW represent significant opportunities to implement change. Employment procurement and stakeholder engagement are three areas where opportunities exist.

Our First Nations Employment Strategy will improve recruitment, retention and professional development opportunities for First Nations staff.

Procurement practices will continue to increase First Nations supplier diversity to support improved economic and social outcomes. We will monitor agency procurement activities to identify and communicate opportunities for First Nations businesses, and relevant staff will be trained on updated practices emerging from the Aboriginal and Torres Strait Islander Procurement Policy.

The convening of the NSW Aboriginal Sport and Active Recreation Network was one of the highlights of our first RAP. We will continue to support the network as a sector mechanism to promote greater opportunities for First Nations people throughout the industry through the ASN.

**Note: Input from First Nations staff is critical for each of the Deliverables in the RAP.**

**It is incumbent on the project lead to ensure that there has been engagement with First Nations staff through a First Nations representative of the relevant RAP Implementation Working Group, or directly through the ASN.**





# Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9</b> Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	a. Consult with First Nations staff to finalise and implement an employment strategy including recruitment, professional development and retention	June 2024	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
	b. Continue to ensure the Employee Assistance Program provider has specialist First Nations providers	December 2024, 2025, 2026	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
	c. Line managers to work with First Nations staff to identify potential employment and professional development opportunities	July 2024, 2025, 2026	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
	d. Identify opportunities to increase positions for First Nations staff at the OoS	December 2024	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
	e. Develop materials to support hiring managers to remove barriers to the employment of First Nations peoples in our workplace	December 2025	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
	f. Advertise job vacancies to effectively reach First Nations applicants including use of appropriate language and targeted advertising	December 2024, 2025, 2026	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
	g. Identify and implement opportunities to increase the percentage of First Nations staff employed in our workforce	December 2024, 2025, 2026	Director, People and Culture <b>SUPPORTED BY:</b> Office Directors
<b>10</b> Support State Sporting Organisations (SSOs), the active recreation sector, and Regional Academies of Sport to increase opportunities for First Nations people to participate in sport.	a. Continue to support the NSW Aboriginal Sport and Active Recreation Network to share stories, resources, programs, and opportunities within the sports sector	July 2024	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	b. Increase our sphere of influence across the sector by building the membership of the NSW Aboriginal Sport and Active Recreation Network	December 2024	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10</b> Support State Sporting Organisations (SSOs), the active recreation sector, and Regional Academies of Sport to increase opportunities for First Nations people to participate in sport.	c. Provide advice to SSOs on how to connect with First Nations communities through the provision of forums, think tanks and case studies	July 2025	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	d. Continue to support the development and facilitation of culturally appropriate program implementation through the provision of advice and good practice resources	July 2024	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	e. Provide advice and support to the sport and active recreation sector to be more inclusive for First Nations participation through the provision of forums, think tanks and case studies	December 2024	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	f. Continue to assist SSOs and sector partners, to support emerging First Nations pre-elite athletes to pursue their high-performance aspirations by: • Raising awareness and providing advice to SSOs on the importance of supporting First Nations athletes who relocate from Country to stay connected to families, community and culture • Providing advice and support to sporting organisations to engage with First Nations pre-elite athletes to improve talent identification, development planning and implementation including relocation and support strategies	July 2024	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	g. Continue to educate SSOs and pathways staff through participation and evaluation (including using the Future Champions Pathway Health Check Tool) and engage with the Office's First Nations staff for ongoing guidance and advice	July 2024	Director Sector Performance <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	h. Collaborate with Regional Academies of Sport and sporting organisations to support pre-elite First Nations athletes on the talent pathway	December 2024	Executive Director Centres, Venues and Regions <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network



# Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11</b> Increase First Nations supplier diversity to support improved economic and social outcomes.	a. Review and update the Aboriginal and Torres Strait Islander Procurement Policy which may include being listed and providing input into the Stronger Communities Portfolio Aboriginal Participation Plan	December 2024	Manager Procurement
	b. Continue to monitor agency procurement activities and spend on an ongoing basis to identify and communicate opportunities for First Nations businesses	July 2024, 2025, 2026	
	c. Periodically review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses	March 2026	
	d. Implement staff procurement training programs annually to increase awareness and understanding of updated procurement practices regarding First Nations businesses	December 2024, 2025, 2026	
	e. Develop and support commercial relationships with First Nation owned businesses	July 2024, 2025, 2026	
	f. Maintain Supply Nation membership which may include being listed under a whole-of-government membership held by NSW Treasury	December 2024, 2025, 2026	
<b>12</b> Increase First Nation participation in sport.	a. Work with the Grants Unit to align the new grants framework with the RAP including: <ul style="list-style-type: none"><li>• Achievement of outcomes for First Nations communities as a primary or secondary objective for all Office grants</li><li>• Development of a strategic business case for targeting a grant program to achieve outcomes for First Nations communities</li><li>• Development of a process for grant assessors to determine a project's contribution towards outcomes for First Nations communities</li></ul>	December 2024	Manager Grants  <b>SUPPORTED BY:</b> Director Policy and Programs



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12</b> Increase First Nation participation in sport.	b. Review the grants framework process to identify opportunities to enhance outcomes for First Nation communities	December 2024	Manager Grants  <b>SUPPORTED BY:</b> Director Policy and Programs
	c. Develop quarterly reporting of grants that have gone to First Nation groups	December 2024	Manager Grants  <b>SUPPORTED BY:</b> Director Policy and Programs
	d. Conduct an evaluation of applicable grant projects to inform future design and assessment processes to improve participation outcomes for First Nation communities	December 2025	Manager Grants  <b>SUPPORTED BY:</b> Director Policy and Programs
	e. Develop four to eight case studies of grant funding contribution to participation outcomes for First Nations communities	December 2025	Director Policy and Planning  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	f. Target inactive First Nation populations through the Office's policies and strategies designed to increase physical activity	December 2025	Director Policy and Planning  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	g. Develop partnerships with government and non-government organisations which work with First Nations communities to increase participation in sport and physical activity	December 2024, 2025, 2026	Director Policy and Planning  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	h. Engage with Aboriginal community controlled organisations, such as Local Aboriginal Medical Services, to explore opportunities to use sport and active recreation to increase physical activity levels in First Nations communities	December 2024, 2025, 2026	Director Policy and Planning  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	i. Consult with First Nation staff during the development of strategies to increase participation in sport	December 2024, 2025, 2026	Director Policy and Planning  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network



# Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>13</b> Preserve, protect and celebrate culturally significant sites and artefacts overseen by the Office.	a. Develop a business case co-designed with local First Nations Elders/Traditional Custodians/ Local Land Councils for respectfully maximising the opportunities for the management of the First Nations sites, places, artefacts, local history and cultures	December 2024	Executive Director Centres, Venues and Regions  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
	b. Support the inclusion of culturally appropriate program implementation and facilitation opportunities within our Centres including Traditional Indigenous Games, cultural walks and bush tucker	July 2024, 2025, 2026	Executive Director Centres, Venues and Regions  <b>SUPPORTED BY:</b> Chair Aboriginal Staff Network
<b>14</b> Promote Connecting with Country and Designing with Country in planning for sport infrastructure, including putting forward a possible site for piloting the Connecting with Country Framework	a. Implement Connecting with Country and Designing with Country in planning for sport infrastructure with other local and State Government agencies	December 2026	Executive Director Centres, Venues and Regions







# 4

## Governance



Effective governance is vital because even the best of intentions can be rendered ineffective without direction and opportunity. We believe a structured governance model will help us to extend our reconciliation journey in the most meaningful way as we look to increase our knowledge, understanding and ability to implement impactful and sustainable outcomes.

Experience from our first RAP has underpinned the establishment of our governance model, with a focus on accountability and provision of appropriate support to enable us to meet our RAP commitments. We are committed to ongoing reporting and ensuring timelines are achieved and maintained.

The Diversity and Inclusion Steering Committee will oversee the RAP Implementation Team (RAPIT).

The Diversity and Inclusion Steering Committee will:

- Meet quarterly to receive and consider progress reports prepared by the RAPIT
- Assist where the RAPIT is having difficulty in progressing specific actions

The RAPIT will be co-chaired by a First Nations and a non-First Nations staff member. All First Nations staff members expressing an interest in membership will be automatically included, and the RAPIT will always have a minimum of two First Nations staff representatives.

### The RAPIT will:

- **Meet quarterly to review and report on RAP implementation progress**
- **Ensure First Nations staff involvement/consultation in implementation of each RAP action**
- **Be accountable for implementation and assist teams which have been unable to progress their actions**
- **Provide secretariat and coordination functions, roadblock resolution and prepare reports for the Diversity and Inclusion Steering Committee and Reconciliation Australia**

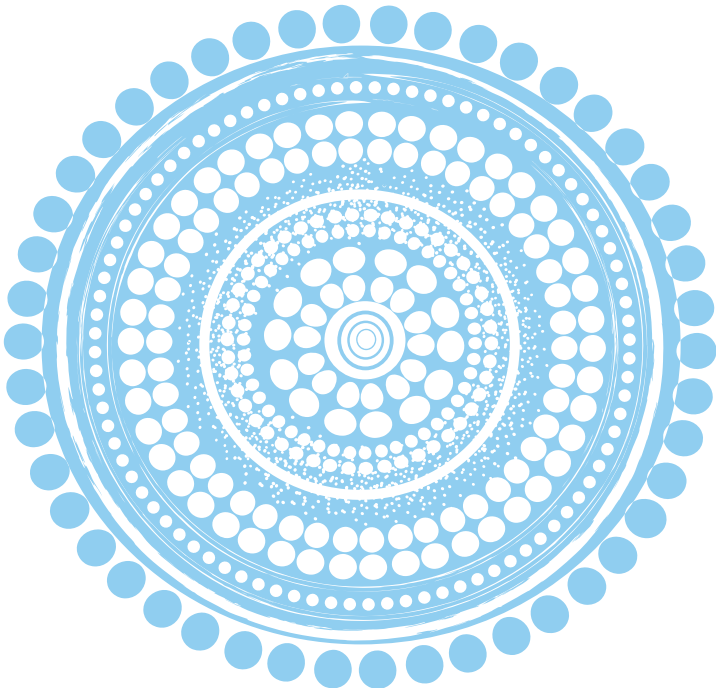






ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>15</b> Provide appropriate support for effective implementation of RAP commitments.	a. Define resource needs for RAP implementation	July 2024	Co-Chairs, RAPIT
	b. Engage all staff in the delivery of RAP commitments	July 2024	Co-Chairs, RAPIT
	c. Define and maintain appropriate systems to track, measure and report on RAP commitments	September 2024, 2025, 2026	Co-Chairs, RAPIT
	d. Maintain an internal RAP Champion (Chief Executive) from senior management	July 2024	Co-Chairs, RAPIT
	e. Build greater awareness of the purpose, capacity and procedures of the Aboriginal Staff Network	July 2024, 2025, 2026	Co-Chairs, RAPIT
<b>16</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2024, 2025, 2026	Co-Chairs, RAPIT
	b. Report our RAP progress to all staff and senior leaders quarterly	March, June, September, December, 2024, 2025, 2026	Co-Chairs, RAPIT
	c. Publicly report annually on our RAP achievements, challenges and learnings	September 2024, 2025, 2026	Co-Chairs, RAPIT
	d. Investigate participation in the Workplace RAP Barometer	September 2024, 2025, 2026	Co-Chairs, RAPIT
	e. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date and to ensure we do not miss out on important RAP correspondence	September 2024, 2025, 2026	Co-Chairs, RAPIT
	f. Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	August 2024, 2025, 2026	Co-Chairs, RAPIT
	g. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	December 2026	Co-Chairs, RAPIT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>17</b> Review and Refresh the RAP and continue our reconciliation journey by developing our next RAP.	a. Liaise with Reconciliation Australia (and Register via Reconciliation Australia's <a href="#">website</a> ) and Reconciliation NSW to develop a new RAP based on learnings, challenges and achievements from current Innovate RAP	September 2024, 2025, 2026	Co-Chairs, RAPIT
<b>18</b> Establish and maintain an effective RAP Implementation Team (RAPIT) to drive governance of the RAP.	a. Maintain First Nations representation on the RAPIT	July 2024	Co-Chairs, RAPIT
	b. Establish and apply a Terms of Reference for the RAPIT	July 2024	Co-Chairs, RAPIT
	c. Meet at least four times per year to drive and monitor RAP implementation	March, June, September, December 2024, 2025, 2026	Co-Chairs, RAPIT





# Contact Details

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