



RECONCILIATION  
ACTION PLAN

REFLECT



Government  
of South Australia

Office for Recreation,  
Sport and Racing

# Reconciliation Action Plan

Reflect | May 2023 - May 2024

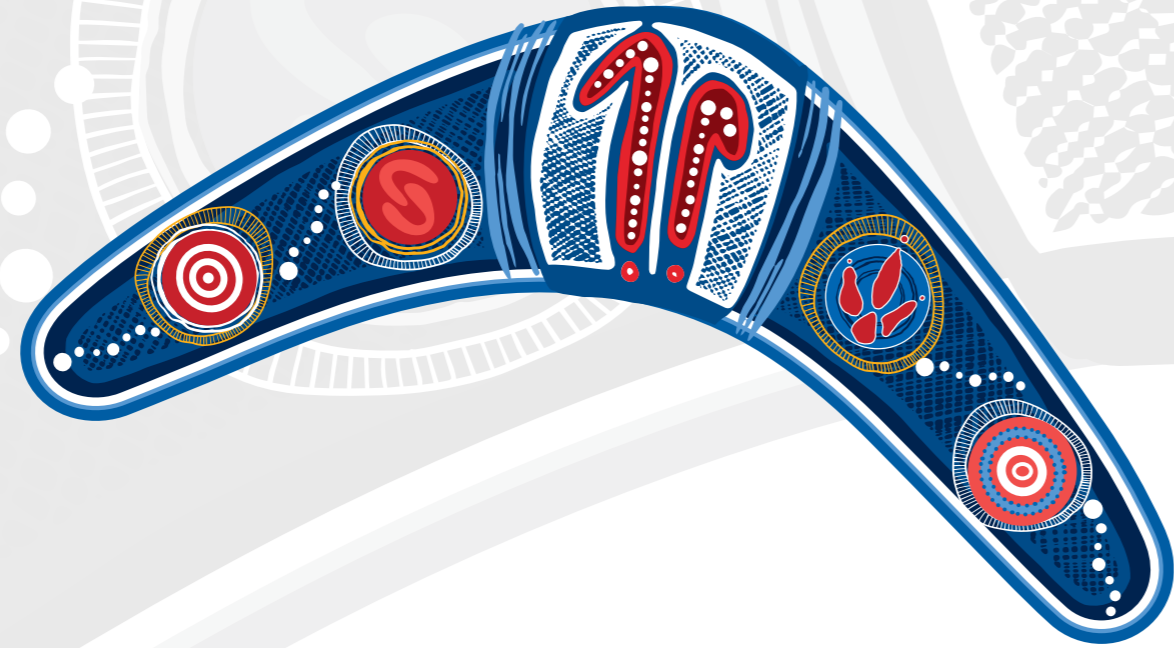
# Acknowledgement of Country

The Office for Recreation, Sport and Racing (ORSR) acknowledges the traditional custodians of the lands of South Australia.

We pay our respects to ancestors and Elders; past, present and emerging. We are committed to honouring First Nations peoples' unique cultural and spiritual relationships to the land, water and seas and recognise the outstanding contribution they make to South Australia. We celebrate the power of sport and active recreation to facilitate connections and promote equality and reconciliation.



Government of South Australia  
Office for Recreation, Sport and Racing



# Reconciliation Australia CEO Statement

Reconciliation Australia welcomes South Australia Office for Recreation, Sport and Racing to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

South Australia Office for Recreation, Sport and Racing joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

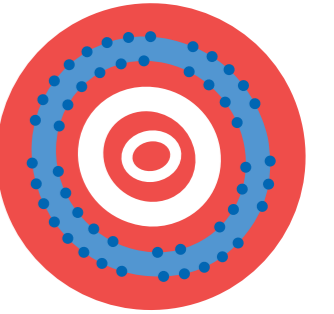
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables South Australia Office for Recreation, Sport and Racing to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations South Australia Office for Recreation, Sport and Racing, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

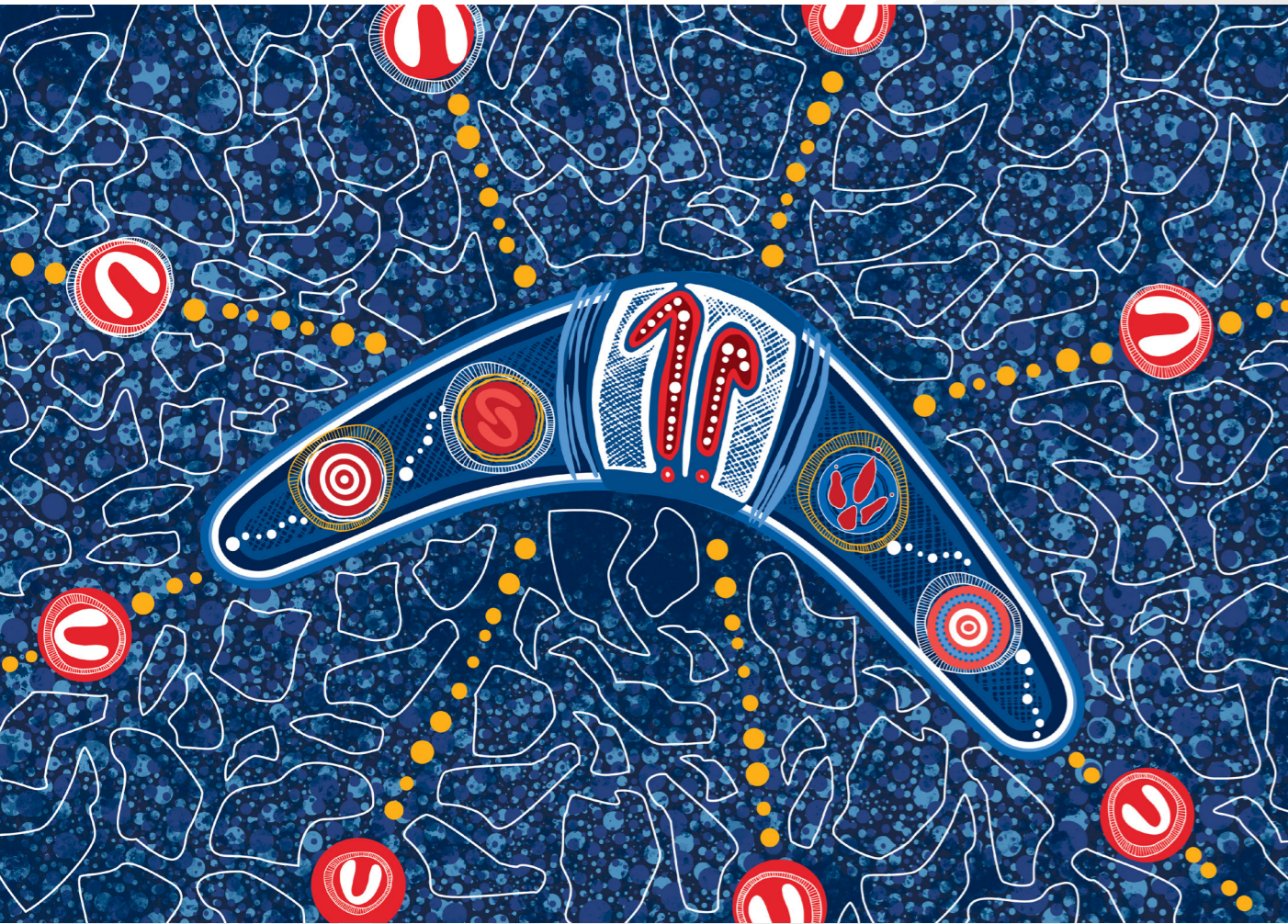


**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Our Artwork

## Moving with culture



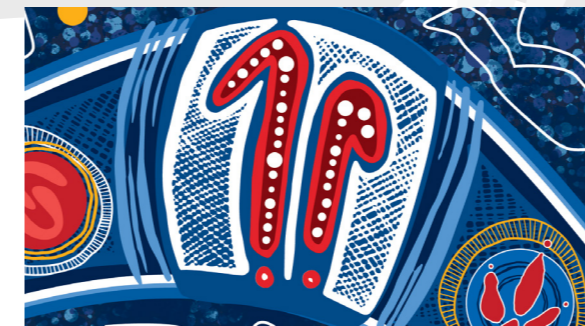
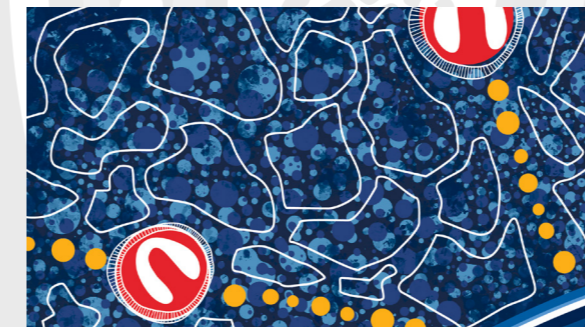
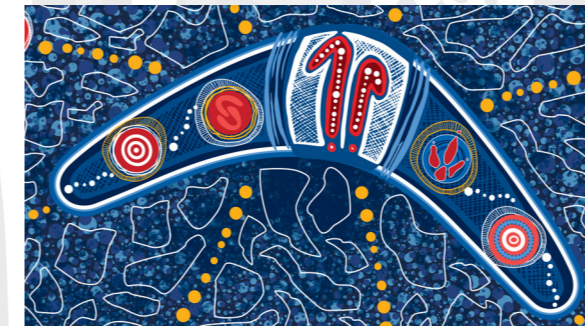
The artwork and piece created for the Office for Recreation, Sport and Racing (ORSR) is representative of the people, community, movement, and active lives that ORSR inspires and engages with. The creative illustrates the infusion of Reconciliation throughout the organisation and its influence into community and understanding that both health and culture are present in both sporting and life cycles.

Inspired by this piece, Pat Caruso, Eastern Arrernte artist painted a hand carved boomerang (provided by Jack Buckskin, Kuma Kaaru) bringing the design to life, making it a tangible piece, a trophy that can be held and explored.



**Pat Caruso**

Eastern Arrernte Graphic Artist  
We Create Print Deliver



### Boomerang

The boomerang is the protector and carrier. Its shape supports and facilitates the lifecycle of athletes at all levels; from those that are just starting on their journey in sport to people who have reached an elite level. There are none too young or too old to become a part of the movement focused on better and healthier.

### Yellow tracks

The yellow tracks flow out like veins, from the heart centre, in and out of regions, connecting communities and people. They are organic and move with the landscape, engaging and inspiring movement on its journey. They impact change at each point, resembling a map to community, right up to the red meeting circles and far beyond them.

### Beating heart

Take a step back and look at the piece from a distance. The artwork can be seen as an intricate highway of networks and terrain, or the internal walls of the body, filled and lined with many cells connecting and impacting long-term change. The boomerang, becomes the beating heart and it pulses, influencing the interconnective tissues, inspiring them to move.



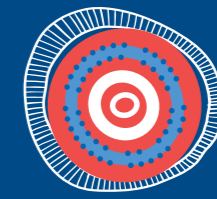
### Strategy and Investment

The symbol, yellow encircling the red and white, almost resembling a target, is symbolic of Strategy and Investment. Constantly evolving and changing with the landscape.



### Sector Capability

Represented by the red meeting symbols, appearing to intertwine and almost touch, like the links in a chain, but they are open, willing to listen, adapt and move forward.



### Infrastructure and Planning

Displayed with white, encircling red, blue and white, showing an organic outer and internally a more structured layering, representing playing fields and built form.



### South Australian Sports Institute

Represented by a red footprint encircled within the blue and yellow organic shapes, symbolic of courage, energy and teamwork in the pursuit of excellence.

# Message from Chief Executive & RAP Chair

The Office for Recreation, Sport and Racing (ORSR) recognises and understands that it has a role to play in reconciliation, and we are dedicated to working towards a more just and equitable society for all.

Our Reconciliation Action Plan (RAP) outlines our ongoing commitment to fostering respectful and collaborative relationships with First Nations peoples, acknowledging their cultures, histories, and contributions to our communities. It is our responsibility to listen, learn and work together to create positive change.

We have taken the first steps in our reconciliation journey, but we acknowledge there is still a lot of work to be done. We are committed to actively seeking out opportunities to learn from and collaborate with Aboriginal and Torres Strait Islander peoples and organisations, and to instil reconciliation principles into all aspects of our work.

Our RAP outlines specific actions and initiatives to achieve our reconciliation goals, including strengthening our relationships with Aboriginal and Torres Strait Islander peoples, promoting cultural awareness and understanding, and supporting First Nations employment opportunities.

The launch of our RAP builds on the work that ORSR has already undertaken to support NAIDOC Week initiatives, engage prominent First Nations peoples for major events and provide South Australian Sports Institute (SASI) scholarships to First Nations athletes.

Another meaningful milestone we achieved in our reconciliation journey was working closely with First Nations people to co-create our RAP. Our partnerships with Aboriginal advisors and an artist, allowed us to embed cultural understanding and respect into the very fabric of our plan, ensuring that it truly reflects the values and perspectives of Aboriginal and Torres Strait Islander peoples. We are grateful for this opportunity to ask questions and gain a greater understanding of what we can do better.

We will strive to achieve more, and we invite all our stakeholders to join us on this path towards reconciliation as we work together to create positive change and a better future for all South Australians.



**Kylie Taylor**  
Chief Executive



**Tim Nicholas**  
Director, Corporate Strategy and Investment  
RAP Chair



# Our RAP Working Group



**Sean Sheehy**  
Principal Policy Officer

**Jodie Freund**  
Senior Project Officer

**Michelle Crisp**  
Manager Industry Insights

**Verity Hanel**  
Divisional Support Officer

**Tom James**  
Sport Services Officer, SASI

**Matt Axford**  
Graphic Designer

**Tim Nicholas**  
Director, Corporate Strategy and Investment

The ORSR RAP Working Group engaged the support of First Nations advisors Kellie Graves and Tim Larkin who provided cultural awareness training as well as guidance on the creation of our RAP.



**Kellie Graves**  
General Manager  
Tjindu Foundation



**Tim Larkin**  
Larkin Consulting

# Our Business

The Office for Recreation Sport and Racing (ORSR) is the lead agency for the South Australian Government's policy on sport and active recreation.

ORSR has a vision of an Active State, of Connected Communities and to Inspire Performance through sport. Getting South Australians moving and enjoying the benefits of physical activity is a key focus of the Agency.

ORSR supports sport and recreation through the development of policy, programs and resources, the provision of funding, recreation and sport planning, infrastructure development, elite sport pathways and programs and the promotion of physical activity.

ORSR also provides strategic policy advice to the Minister for Recreation, Sport and Racing on matters relating to the South Australian Racing industry and the Boxing and Martial Arts industry.

A division of ORSR, the South Australian Sports Institute (SASI), was established as Australia's first state sports institute in 1982. SASI identifies, develops, and supports athletes with the potential to perform at the highest national and international levels of sport.

With the main site for ORSR currently located on Kurna land at Kidman Park, the Minister also owns several stadia and facilities across

metropolitan Adelaide with ORSR and/or SASI having a presence at the SA Aquatic and Leisure Centre (Oaklands Park), the Adelaide Super-Drome (Gepps Cross), the A.M. Ramsay Regatta Course (West Lakes) and the SA Athletics Stadium (Mile End).

Whilst ORSR is a State-based organisation located on Kurna land, SASI athletes compete on the national and international stage.

As of June 2022, the ORSR employed 94 people in full-time, part-time and casual roles, of these staff none have identified as Aboriginal and/or Torres Strait Islander staff.

ORSR, through SASI, supports an athlete cohort of up to 300 across a range of high-performance programs and individual athlete scholarships. Of this cohort only two identify as Aboriginal or Torres Strait Islander people.

ORSR works to promote inclusiveness to ensure everyone can participate in sport and active recreation regardless of age, ability, gender or background.

Our work with our stakeholders including State Sporting Organisations (SSOs) focusses on getting South Australians moving through movement, play and performance being embedded into the daily lives of South Australians.



# Our RAP

Up until 2018, the Office for Recreation, Sport and Racing (ORSR) was embedded in larger SA Government departments and was captured under their Reconciliation Action Plans (RAPs). Whilst these plans introduced good practice from a policy perspective, they were not developed with input from ORSR, nor did they specifically reflect ORSR business.

When ORSR was established as a stand-alone agency, the development of an ORSR specific RAP was important.

At ORSR we truly believe that sport is for all. South Australians deserve the opportunity to play, move and compete. It is our responsibility to deliver and support these opportunities, provide accessible options and promote inclusivity in equitable environments.

ORSR recognises the power of sport and platform for change that it can create. Sport underpins culture and identity in Australia and offers a level playing field where the achievements of First Nations peoples and their communities can, as they should, be celebrated. From the grassroots level to professional athletes, First Nations peoples have impacted Australian sporting culture contributing to international success and recognition as one of the world's leading sporting nations.

Through the development of our RAP, ORSR is committed to acknowledging the past wrongdoings and the generational disadvantage experienced by many First Nations peoples and their communities. Words cannot describe the trauma that First Nations peoples have experienced since colonisation. Whether directly affected, or experiencing the intergenerational consequences, the fact is that the pain caused still has lived and real consequences for so many First Nations peoples today.

This RAP is also celebratory. First Nations peoples represent the oldest living cultures on the planet. First Nations peoples cultures, stories, language and connection to Country has had the resilience to overcome every historical challenge faced. We recognise and celebrate the fact that the cultures of First Nations peoples is laced into the fabric of the story of South Australia.

ORSR is committed to use its role as a leader in the Sport and Recreation sector in South Australia to bridge the gap and make positive change. Through policy, procedures and partnerships we can explore opportunities to enable equitable access for First Nations peoples to sport and recreation.

The ORSR Executive Leadership Team, lead by RAP Champion Tim Nicholas and supported by the ORSR RAP Working Group,

will promote, enable and empower its staff and broader industry network to uphold the value of reconciliation. Underpinning our RAP is our vision of an Active State, Connected Communities, and Inspiring Performance. Our plan will be communicated to our staff and more broadly across our network to ensure accountability and fulfillment of our commitments.

ORSR has a strong history in the support and delivery of joint Federally and State funded First Nations programs (i.e. Indigenous Sport Program and the Tour de Nunga). ORSR also has a proud history of employment of First Nations peoples. However, through natural attrition and a lack of proactive awareness, ORSR finds itself with no First Nations peoples currently on staff.

We are committed to rectifying this.

Whilst ORSR has always had positive intent, this RAP represents a codified, formal, accountable step forward. This RAP is exciting because it strives to begin a formal journey of reconciliation through actions that are achievable and meaningful.

This is our opportunity, this is our responsibility, this is our journey.



# Our Partnerships/Current Activities

## NAIDOC Week

ORSR has been a longstanding sponsor of the South Australian NAIDOC Sports Man and Woman of the Year Awards. In 2022, talented artist and Australian footballer Monica Turner-Collins was awarded Sports Woman of the Year and up and coming basketball player Trasen Pickett-Carbine was awarded Sports Man of the Year.

The ORSR also hosted a learning event for all staff and members of the ORSR RAP Working Group attended the NAIDOC Awards Lunch.

## Welcome to and/or Acknowledgement of Country

For major events and conferences, ORSR engages prominent First Nations peoples to perform a Welcome to and/or Acknowledgment of Country ceremony. For smaller events and workshops an Acknowledgement of Country is an important part of the opening address.

## Scholarships and grants

SASI offers scholarships to elite athletes involved in one of our 10 sport programs and to elite individual athletes involved in other sports. In 2023, SASI has two First Nations athletes on scholarship - Callum Peters, a Commonwealth Games silver medallist in boxing and Aaleya Turner has been selected in the SASI netball program.

The ORSR administers several grant programs for various sport and recreation purposes. First Nations focused programs and events that have benefitted from ORSR funding include; the Aboriginal Basketball Academy, the Aboriginal Power Cup, Parnggi Yarluwar Porlar, Tour de Nunga and the Port Adelaide Aboriginal Athletics Squad.

## Targeted engagement

We intend on engaging a First Nations representative to be positioned on the newly formed Women in Sport Taskforce.

## Reconciliation Action Plan Working Group

Engagement of First Nations advisors Kellie Graves and Tim Larkin to guide and advise on the development of the ORSR RAP.



We recognise there is a lot more we can do to partner and engage with First Nations peoples, programs and communities. Through the development of this, and future RAPs, it is our aim to approach our partnerships and engagement in a more considered and strategic manner. We also anticipate that the accountability built into the RAP process will ensure adequate human and financial resources are allocated to implementing RAP activities. By building relationships and partnerships and developing our capability to engage with First Nations peoples we will strengthen our organisation and inspire sport organisations across the state.

## Parnggi Yarluwar Porlar

The Parnggi Yarluwar Porlar project (Water Ocean Kids) provides First Nations youth the opportunity to participate in swimming lessons at local pools and Nippers at local Surf Life Saving clubs. The program is supported by Tjindu Foundation and delivered by Largs Bay Swim Centre, iSwim at Immanuel College, YMCA of SA, Noarlunga Aquatic Centre, West Beach Surf Life Saving Club, North Haven Surf Life Saving Club, Christies Beach Surf Life Saving Club, and Goolwa Surf Life Saving Club.



## Tour de Nunga

Tour De Nunga was a four-day mountain bike riding event incorporating a mentoring program focussed on creating opportunities and developing leadership in Aboriginal Communities. A network of people across the state who participated in the program became advocates for physical activity in their communities.



## Port Adelaide Aboriginal Athletics Squad

The Port Adelaide Aboriginal Athletics Squad is a program aimed at First Nations youth delivered by Port Adelaide Athletics Club. The participants learn new skills from accredited coaches, providing them confidence and strengthening their sense of community. A club membership and uniform is provided, so they can participate in a sport they haven't tried before without cost being a barrier.

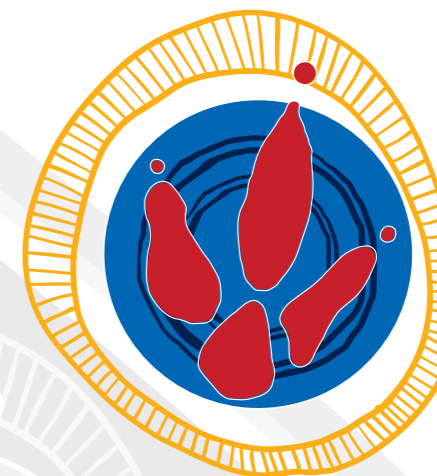


## Aboriginal Power Cup

The Santos Aboriginal Power Cup is an education-based strategy that uses Australian Rules Football to engage Aboriginal and Torres Strait Islander secondary school students in their education and workforce pathways. The program is delivered in partnership with the South Australian Aboriginal Secondary Training Academy (SAASTA) with direct alignment to the South Australian school curriculum.



# Relationships



Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2023	Director, Corporate Strategy and Investment
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations and embed this practice in relevant policies	May 2023	Director, Corporate Strategy and Investment
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Director, Corporate Strategy and Investment
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023	Director, Corporate Strategy and Investment
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023	Director, Corporate Strategy and Investment
	Deliver a minimum of one internal NRW event for staff.	May 2023	Director, Corporate Strategy and Investment
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and external stakeholders.	May 2023	Director, Corporate Strategy and Investment / Chief Executive
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2023	Senior Manager, Sector Capability and Partnerships
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2023	Director, Corporate Strategy and Investment
	Develop a comms plan to support our RAP.	August 2023	Director, Corporate Strategy and Investment
4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2023	Director, Corporate Strategy and Investment
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Director, Corporate Strategy and Investment
	Educate staff on the effects of racism.	May 2023	Director, Corporate Strategy and Investment



# Respect

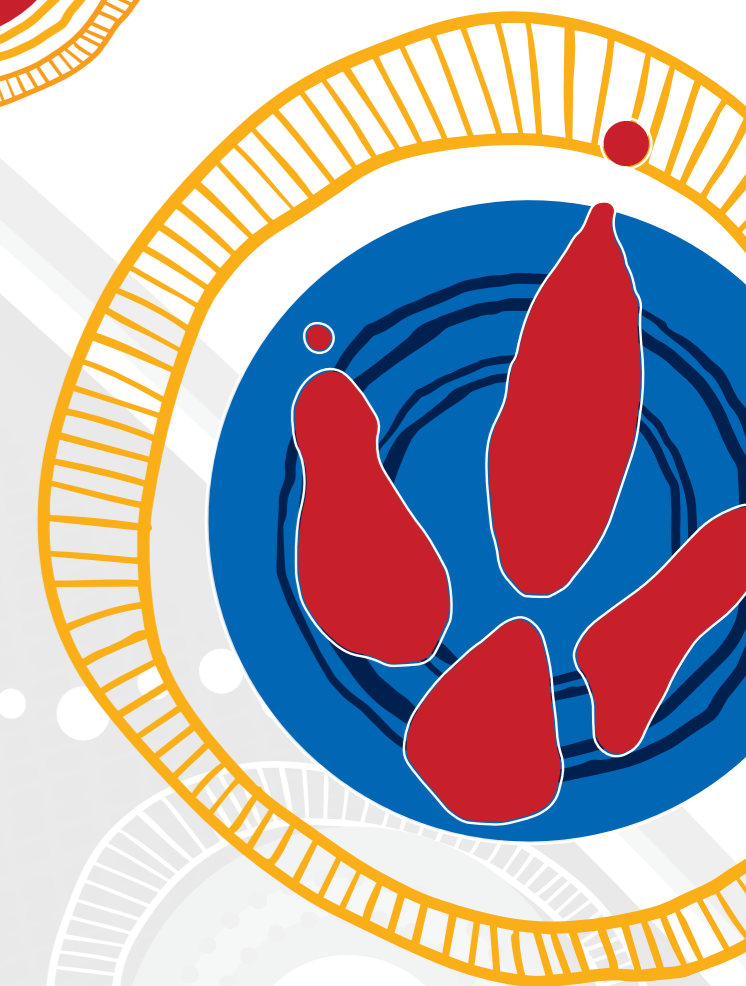
Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	Director, Corporate Strategy and Investment
	Conduct a review of cultural learning needs within our organisation and ensure all staff attended at least one cultural awareness session per year.	July 2023	Director, Corporate Strategy and Investment
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2023	Director, Corporate Strategy and Investment Director, Infrastructure, Planning and Projects
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Director, Corporate Strategy and Investment
	Develop a sport specific Acknowledgment of Country.	May 2023	Director, Corporate Strategy and Investment
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	Director, Corporate Strategy and Investment
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July 2023	Director, Corporate Strategy and Investment
	RAP Working Group to participate in a community NAIDOC Week event.	First week in July 2023	Director, Corporate Strategy and Investment
	Deliver a minimum of one internal NAIDOC week event for staff.	First week in July 2023	Director, Corporate Strategy and Investment





# Opportunities

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2023	Director, Corporate Strategy and Investment
	Build understanding of current and past Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2023	Director, Corporate Strategy and Investment
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2023	Director, Corporate Strategy and Investment
	Investigate Supply Nation membership.	August 2023	Director, Corporate Strategy and Investment
10 Improve Aboriginal and Torres Strait Islander participation and high-performance athlete outcomes.	Identify opportunities for emerging athletes and if appropriate their parent organisations to be educated on sporting pathways through State Sporting Organisations (SSOs) and SASI Talent Search.	November 2023	Director, South Australian Sports Institute
	Explore opportunities to better engage with Aboriginal and Torres Strait Islander peoples through sport participation – grant funding, leadership and coaching.	November 2023	Senior Manager, Sector Capability and Partnerships





# Governance

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	May 2023	Chief Executive
	Draft a Terms of Reference for the RWG.	May 2023	Chief Executive
	Establish male and female Aboriginal and Torres Strait Islander representation on the RWG.	May 2023	Chief Executive
12 Provide appropriate support for effective implementation of RAP commitments.	Develop an annual action plan and define resource needs for RAP implementation.	May 2023	Director, Corporate Strategy and Investment
	Engage senior leaders in the delivery of RAP commitments.	May 2023	Director, Corporate Strategy and Investment
	Appoint a senior leader to champion our RAP internally.	May 2023	Chief Executive
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2023	Director, Corporate Strategy and Investment
13 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 2023	Director, Corporate Strategy and Investment
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	Director, Corporate Strategy and Investment
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Director, Corporate Strategy and Investment
14 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Director, Corporate Strategy and Investment





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