Our Vision for Reconciliation

Sydney Olympic Park Authority acknowledges Aboriginal and Torres Strait Islander peoples as the first Custodians of the land, air and waters of this place we now call Australia.

Our vision is to create a world leading precinct where Aboriginal and Torres Strait Islander peoples and cultures are seen, celebrated and valued.

We embrace, recognise and respect Aboriginal and Torres Strait Islander culture as the world’s oldest continuous living culture, which imparts belonging and richly contributes to a vibrant and sustainable future that can be shared by all Australians.
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I am proud to present Sydney Olympic Park Authority’s first Reconciliation Action Plan (RAP), which will guide our efforts to embrace, recognise and value Aboriginal and Torres Strait Islander cultures and heritage.

Our Innovate RAP has been developed over the past year; it is the next step in our journey towards reconciliation that has been underway at Sydney Olympic Park for well over a decade.

Through this Reconciliation Action Plan we want to explore opportunities to ensure Aboriginal and Torres Strait Islander peoples and cultures are seen and celebrated, as part of our vision to create a world-leading precinct with a vibrant, liveable and sustainable community.

We continue to work with the Aboriginal and Torres Strait Islander community to gain a better understanding of the First Custodians of this land, and promote a greater understanding and appreciation of their histories.

The Innovate RAP builds on our existing commitment to celebrate the Traditional Owners and their heritage; it has been developed in close consultation with the Aboriginal and Torres Strait Islander community.

I commend everyone involved in the development of this plan and our reconciliation journey, with special thanks to the RAP Working Group and the Murama Cultural Council. It is an important initiative that will create a stronger sense of place and identity here at Sydney Olympic Park and help us create more memorable experiences for residents, workers and visitors to the Park, now and in the future.

Charles Moore
CEO, Sydney Olympic Park Authority
Our Business

Sydney Olympic Park Authority is responsible for managing and developing the 640 hectares that comprise Sydney Olympic Park and maintaining it as a lasting legacy for the people of NSW. Sydney Olympic Park Authority was established on 1 July 2001 as a statutory body of the NSW Government under the Sydney Olympic Park Authority Act 2001 (NSW).

We are responsible for day-to-day management of all public places, 430 hectares of parklands and seven sporting venues. This includes the management of buildings, facilities and landscape assets; delivery of programs and events; enhancement of visitor experience; provision of sports and leisure facilities; conservation of water, energy and resources; protection of ecosystems, heritage and the environment; and general coordination of the orderly use, operation and development of the precinct.

We continue to develop Sydney Olympic Park, under the guidance of Master Plan 2030, to be an internationally admired example of sustainable urban renewal and development. One that successfully integrates world-class events, venues and parklands with a new community of workers, residents, students and visitors and a valued legacy of the Sydney 2000 Olympic and Paralympic Games.

The Authority employs 400 staff (by headcount) or 273 full-time equivalents (FTE), across five business units including Place Management, Commercial, Venue Management, Asset Management & Environmental Services and Business Support. Four staff members identify as Aboriginal and Torres Strait Islander peoples.

Sydney Olympic Park is a state-significant site, with an international reputation as an exemplar of the Olympic Legacy. A premier destination in the heart of metropolitan Sydney, Sydney Olympic Park welcomes over 10 million visitors each year from local, intrastate, interstate and international origins and has a rapidly growing local community with over 20,000 residents, workers and students.

We have three main office locations at Sydney Olympic Park, with the majority of staff located at the corporate head office at 5 Olympic Boulevard, Aquatic Centre and Quaycentre.
Our RAP

Our vision is to create a world leading precinct with a vibrant, liveable and sustainable community.

The development of a Reconciliation Action Plan (RAP) ensures that we respect the first Custodians of Sydney Olympic Park and explore opportunities to share important stories and events of the past and create memorable experiences for future generations. This will contribute to a sense of belonging and a vibrant and sustainable shared future at Sydney Olympic Park.

The RAP supports our mission to curate world-class places and events, by celebrating Sydney Olympic Park’s rich cultural identity and promoting a greater place attachment for past, present and future communities and visitors. The RAP aligns with the following key business objectives:

- Recognised World Class Precinct Manager
- Trusted Advisor to Government
- Innovative, Agile & Sustainable Operator
- Driving Economic & Activation Benefits
- Engaged, motivated & effective workforce.

The RAP also supports our goal to achieve a 6 Star Green Star Communities rating from the Green Building Council of Australia, particularly in the areas of culture, heritage and identity and community development.
As a NSW Government agency, we will use the RAP to drive outcomes against State Government priorities, including increasing the number of Aboriginal and Torres Strait Islander people in senior leadership roles, improving Aboriginal and Torres Strait Islander education outcomes and increasing cultural participation.

Our RAP also supports our commitment to the following international standards:

- UN Declaration on the Rights of Indigenous Peoples which affirms the minimum standards for the survival, dignity, security and well-being of Indigenous peoples worldwide and enshrines Indigenous peoples’ right to be different. The Aboriginal and Torres Strait Islander Social Justice Commissioner, June Oscar, says that “The Declaration is the most comprehensive tool we have available to advance and protect the rights of Aboriginal and Torres Strait Islander peoples”.

- UN Sustainable Development Goals which are guiding principles underpinning a sustainable organisation include goals that pertain to improving conditions for Aboriginal and Torres Strait Islander peoples
  - Goal 8 – Decent work and economic growth
  - Goal 10 – Reduced inequalities
  - Goal 11 – Sustainable Communities
  - Goal 12 – Responsible consumption
  - Goal 16 – Peace, Justice, Strong Institutions
  - Goal 17 – Partnerships

We have developed an Innovate RAP which outlines the actions that we will undertake to achieve our unique vision for reconciliation. Our journey for reconciliation started over a decade ago. We have worked with the Aboriginal and Torres Strait Islander community to gain a better understanding of the First Custodians of the land we now call Sydney Olympic Park and have developed a suite of programs to share that knowledge with future generations.
Our RAP Journey

A number of events and projects celebrating Aboriginal and Torres Strait Islander cultures were held at Sydney Olympic Park in the years following the Games. The Aboriginal History and Connections Program (Suzanne Ingram and Paul Irish) ran from 2001 to 2005 and engaged in both historical research of the Aboriginal experience within this place and the establishment of a contemporary network of local stakeholders within Western Sydney.

The Authority held the Sydney Dreaming Festivals in Bicentennial Park in 2002 and Cathy Freeman Park in 2003. These were large-scale multi-artform events featuring both professional and amateur performers from throughout Australia. Smaller satellite programs were conducted at other park locations such as the Armory and included bush tucker cooking classes, school programs and Aboriginal guided tours of the Wangal Woodlands.

The process of internal staff engagement that has led to this RAP began in 2012 when D’harawal Saltwater Knowledge Keeper (Shannon Foster) was employed to work with our school education team to embed Aboriginal knowledges into existing site education programs. This led to professional development and upskilling of education staff to deliver these programs. By the time the annual Youth Eco Summit (YES) was held in 2012 (a two-day sustainability summit for primary and secondary school students), Aboriginal students’ involvement was actively sought and in 2013, Aboriginal cultural workshops (weaving and storytelling) were held as part of the event.

Since 2014, as a result of interest expressed by classroom teachers, the Authority has delivered a teacher professional learning program – the Koori Classroom – to assist teachers incorporate ‘authentic’ Aboriginal and Torres Strait Islander perspectives into their teaching (this program received NESA accreditation in 2016).

Meanwhile our education team participated in NAIDOC Week events such as the National Indigenous Science Experience, run by Macquarie University from 2013 to 2016. The idea of a separate Aboriginal Youth Eco Summit event evolved and Murama began (MURAMA indicating YES in Sydney Aboriginal language). The concept was based on the Belonging Project (from local Elders) whereby Aboriginal high school students are taught cultural practices during a day of workshops. On the second day the high school students teach primary school students what they have learnt. Based on this model, Aboriginal students attended a pre-YES event for cultural learning in 2014.
From 2016, Murama has been delivered at Sydney Olympic Park each year as an Aboriginal and Torres Strait Islander youth leadership program. It is delivered in partnership with Traditional Owners, Elders and "uses inter-generational cultural intervention to support our community with the strength and resilience of our Culture and History as told by our community and Elders" (Dr John Hunter, Murama Co-chair). Cultural learning by Aboriginal students is put into practice through opportunities for peer to peer cultural teaching to primary school students at the Youth Eco-Summit event, reinforcing empowerment, connection and resilience. In 2018, 80 youth and 30 leaders were involved in the event.

The Murama Cultural Council (a partnership with over 20 organisations and Aboriginal leaders*) was formalised in 2017 to guide the establishment of a Murama Cultural Arts and Education Centre, commonly known as the ‘Murama Healing Place’, to share Aboriginal perspectives of the precinct with the members of the public. Two grants (NSW OEH ‘Heritage Near Me’ program and Create NSW ‘Western Sydney Making Spaces Initiative’) were obtained in 2018 to support the adaptive reuse of Building 15, an Armory building beside the Parramatta River for this purpose.

In 2017 the Authority held an in-house NAIDOC Week event for interested staff — a morning tea and yarning circle — hearing the family history of Aboriginal staff member, Shannon Foster and her family connection to the 1938 Aboriginal Day of Mourning. In NAIDOC Week of 2018, the Authority co-hosted (with NRMA) an outdoor ‘bush tucker’ lunch and entertainment event to engage staff in the precinct – including those outside of the Authority and NRMA offices.

These ground-up initiatives were recognised and encouraged by our Board who moved to formalise and further such activity through a Reconciliation Action Plan. The Executive established a RAP Working Group for this purpose in June 2018. Our Innovate RAP builds on our existing commitment to celebrating our Aboriginal and Torres Strait Islander heritage and aspires to advance reconciliation through a deeper understanding of cultural practice at Sydney Olympic Park.

Our Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples to live, work, learn and play at Sydney Olympic Park.

We developed and distributed an expression of interest to join the RAP Working Group (RWG) to key Aboriginal and Torres Strait Islander peoples within our sphere of influence to ensure Aboriginal and Torres Strait Islander peoples representation. The RWG met three times between June to September to assist in the development of the RAP.
Our RAP is championed by the Director, Place Management who is a member of the Executive and chairs the RAP Working Group.

Our RAP Working Group involves the following people:

**Authority Staff (internal):**
Susan Skuodas, Director Place Management
Michael Copping, Senior Manager Operations
Mike Bartlett, Senior Manager Education and Visitor Programs
Stephen Donovan, Centre Manager Quaycentre
Todd Kitson, Senior Manager Parklands and Public Domain
Mantej Singh, Place Making Coordinator
Viveca McGhie, Ecology Projects Officer
Luke Thompson, IT Support Officer
Kim Tilley, Education Officer (casual)
Clare Compton, Education Officer (casual)
Dr Marianne Sheumack, Project Manager, Cultural & Sustainability Programs (casual)
Shannon Foster, Project Manager, Cultural Programs (casual)

**Externals:**
Dr John Hunter
Michelle Locke
Jackson Whiting

**Members of the Aboriginal and Torres Strait Islander Community:**
Shannon Foster, Project Manager Cultural Programs
Kim Tilley, Education Officer
Luke Thompson, IT Support Officer
Dr John Hunter – Co Chair Murama Cultural Council
Michelle Locke – external
Jackson Whiting – external

* Members of the Murama Cultural Council
Dr John Hunter, Co-Chair
Aunty Jean Smith, Elder, Western Sydney University
Aunty Jenny Ebsworth & Baabayan Elders, Elders, Baabayan Aboriginal Corporation
Uncle Tex Skuthorpe, Elder and Artist
Uncle Ian Sim, Elder
Brad Moore, Traditional Owner and Community Leader
Aunty Jeanie Moran, Teacher and Community Leader
Shirley Gilbert, Western Sydney University
Mike Bartlett, Sydney Olympic Park Authority – Co Chair
Shannon Mallison, NSW National Parks and Wildlife Service
Anjali Roberts & ATSI Community Development Officer, City of Parramatta Council
Julie Waddell, Jarara Indigenous Education Unit Catholic Diocese of Parramatta
Ali Faraj/Emad Elkheir, GWS Giants AFL
Renee Cawthorne, Australian Museum
Marc Bennie/Chelsea Mifsud, Accor Hotels Australia
Roberto Giunta, Storymotive
Naomi Huxley, Australian Catholic University
Peter White, Sydney Living Museums
Joanne Jamie/Subramanyam Vemulpad, National Indigenous Science Education Program Macquarie University
Sarah Holland-Clift/Dr Jacinta Green, Parramatta River Catchment Group
Mark Trewhella, Elder
We will build and nurture relationships between the Aboriginal and Torres Strait Islander community and other Australians and visitors to share important stories and events of the past and create memorable experiences for future communities.

As a custodian of Sydney Olympic Park, the Authority recognises the importance of creating a sense of place and building a stronger identity. This comes from people who have shared our place in years gone by and others who are attracted to the Park today and tomorrow. We continue to innovatively engage with staff, stakeholders and the community to celebrate our Aboriginal and Torres Strait Islander cultures and history, to connect people, share stories and experiences and to communicate our reconciliation journey to increase awareness and encourage others to participate.

We believe that strong relationships that connect people from our past, present and future will allow stories and experiences to be shared and partnerships to be forged that will create a vibrant, sustainable, shared place for the future.

Focus area: Key Business Objectives that Relationships align to:

- Recognised World Class Precinct Manager
- Trusted Advisor to Government
- Facilitator of Exceptional Customer Experience
- Innovative, Agile & Sustainable Operator
- Engaged, Motivated & Effective Workforce
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<td>1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting</td>
<td>The RWG will oversee the endorsement and launch of the RAP</td>
<td>May 2019</td>
<td>Director, Place Management Project Manager, Cultural Programs &amp; Sustainability Programs Project Manager, Cultural Programs (all deliverables)</td>
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<td></td>
<td>Establish Terms of Reference for the RWG.</td>
<td>May 2019</td>
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<td>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.</td>
<td>May 2019, 2020</td>
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<td>Meet at least twice per year to monitor and report on RAP implementation.</td>
<td>Bi-annual meetings: May &amp; October 2019 and 2020</td>
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<td>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</td>
<td>Organise an internal staff event for NRW each year involving Aboriginal and Torres Strait Islander people</td>
<td>May 2019, April 2020</td>
<td>Manager, Public Events Place Making Coordinator Communications Coordinator (all deliverables)</td>
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<td>Download Reconciliation Australia's NRW resources and circulate to staff.</td>
<td>May 2019, 2020</td>
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<td>Partner with local organisations to host and support an external NRW event in Sydney Olympic Park's public domain or sports venues</td>
<td>27 May – 3 June, 2019, 2020</td>
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<td>Register all NRW events via Reconciliation Australia's NRW website</td>
<td>May 2019, April 2020</td>
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<td>Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.</td>
<td>27 May – 3 June 2019, 2020</td>
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<td>Invite Aboriginal and Torres Strait Islander speakers to a Staff Forum each year as part of National Reconciliation Week event</td>
<td>27 May – 3 June 2019, 2020</td>
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<td>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</td>
<td>Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders</td>
<td>May 2019</td>
<td>Director, Place Management</td>
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<td>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</td>
<td>May 2019</td>
<td>Senior Manager, Education &amp; Visitor Programs</td>
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<td>Continue mutually beneficial relationship with the MURAMA CULTURAL COUNCIL and its stakeholders to create programs and events</td>
<td>May 2019 and Ongoing</td>
<td>Senior Manager, Education &amp; Visitor Programs</td>
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| 4.     | Raise internal and external awareness of our RAP to promote reconciliation across our business and sector  
Build relationships with a minimum of two community organisations from the wider Aboriginal and Torres Strait Islander community:  
- The Jumbana Group & Balanjiri  
- National Centre of Indigenous Excellence (NCIE)  
- Muru Mittigar Aboriginal Cultural Centre  
- First Hand Solutions  
- Bawurra Foundation  
- National Aboriginal Sporting Chance Academy (NASCA)  
- Baabayan Aboriginal Corporation  
- Kimberwalli Centre  
- University of Technology Sydney – Centre for Advancement of Indigenous Knowledges (CAIK) | New contacts established by June 2020 | Director, Place Management  
Senior Manager, Education & Visitor Programs  
Project Manager, Cultural & Sustainability Programs  
Project Manager, Cultural Programs  
Director, Venue Management |
|        | Develop and implement a strategy to communicate our RAP to all internal and external stakeholders | May 2019 | Director, Place Management |
|        | Use existing relationships with City of Parramatta Council and other local Councils to help activate their RAPs e.g. Parramatta’s Cultural Heritage and Tourism Strategy | April 2020 And Ongoing | Senior Manager, Education & Visitor Programs  
Place Making Coordinator |
|        | Create relationships with local corporate and retail businesses to build their capacity and awareness around reconciliation and support them to contribute to the sense of place and ensure that they are aware of Aboriginal and Torres Strait Islander cultures and histories. | May 2019 And Ongoing | Place Making Coordinator |
|        | Use school partnerships and Teacher Professional Development activities to assist teachers to infuse Aboriginal and Torres Strait Islander perspectives into their curricula. | July 2019, January and July 2020, January 2021 | Senior Manager, Education & Visitor Programs  
Project Manager, Cultural Programs |
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|       | Promote reconciliation through ongoing active engagement with all stakeholders:  
• Jarara Indigenous Education unit (Catholic Diocese, Parramatta)  
• Australian Museum  
• Baabayan Aboriginal Corporation  
• Create NSW  
• GWS Giants AFL  
• NRMA  
• Murama Cultural Council  
• Parramatta River Catchment Group  
• RCE/GWS Western Sydney University  
• Stronger Smarter Institute  
• Macquarie University  
• Smith Family.  
• University of Technology Sydney Faculty of Architecture | April 2020, 2021 | Senior Manager, Education & Visitor Programs |
We will demonstrate our respect for the First Custodians of Sydney Olympic Park to promote greater understanding and appreciation of Aboriginal and Torres Strait Islander histories, knowledge, values and cultural practices so as to create a place that all Australians can be proud of.

Over 10 million people visit Sydney Olympic Park each and every year. This presents an unequalled opportunity to respect the First Custodians and promote a deeper understanding of Aboriginal and Torres Strait Islander cultures through event partnerships and activations. We plan to increase cultural awareness through staff training and encouraging staff and stakeholders to practice Aboriginal and Torres Strait Islander cultural protocols, recognising the Wangal as the Traditional Custodians of Sydney Olympic Park. We will mark days of significance for Aboriginal and Torres Strait Islander peoples and provide opportunities for Aboriginal and Torres Strait Islander peoples to celebrate their culture at Sydney Olympic Park. Through NAIDOC Week celebrations and a new Healing Centre, all of the community can embrace and understand the rich cultural heritage at Sydney Olympic Park.

Focus area: Key Business Objectives that Respect aligns to:

- Recognised World Class Precinct Manager
- Trusted Advisor to Government
- Facilitator of Exceptional Customer Experience
- Innovative, Agile & Sustainable Operator
- Engaged, Motivated & Effective Workforce
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<td>5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</td>
<td>Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. Encourage staff volunteering at an Aboriginal and Torres Strait Islander organisation or program Investigate local cultural experiences and immersion opportunities.</td>
<td>July 2019</td>
<td>Director, Place Management Executive Director, Business Support Senior Manager, People &amp; Culture Project Manager, Cultural Programs (all deliverables)</td>
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<td>May 2019</td>
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<td>6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</td>
<td>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. Invite a Traditional Owner to provide a Welcome to Country at significant events, including NAIDOC Week celebrations Include an Acknowledgement of Country at the commencement of all important internal and external meetings. Encourage staff to include an Acknowledgement of Country at the commencement of all meetings. Acknowledge Traditional Custodians and pay respects to Elders, past, present and future on our email signature. Embed an Aboriginal presence on our website (digital doors) and include respectful acknowledgement to Traditional Custodians on the landing page.</td>
<td>May 2019</td>
<td>Director, Place Management Executive Director, Business Support Senior Manager, People &amp; Culture Senior Manager, Marketing &amp; Communications Project Manager, Cultural Programs (all deliverables)</td>
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<td>May 2019</td>
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<td>May 2019</td>
<td>Senior Manager, Marketing &amp; Communications (all deliverables)</td>
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<td>July 2019</td>
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<td>Create a collaborative artwork with Authority staff, RWG and Aboriginal and Torres Strait Islander artists for the Authority office which acknowledges traditional and contemporary Aboriginal Custodians and embodies our vision for reconciliation.</td>
<td>May 2019 (Completion to coincide with RAP launch and new office space)</td>
<td>Executive Director, Business Support Director, Place Management Project Manager, Cultural Programs</td>
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<td>Create a video package of Acknowledgement of Country in consultation with the RWG that can be shared across the Park to be used at third-party events</td>
<td>July 2019</td>
<td>Senior Manager, Educations &amp; Visitor Programs Senior Manager, Marketing &amp; Communications</td>
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<td>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</td>
<td>May 2019, May 2020</td>
<td>Senior Manager, People &amp; Culture Place Making Coordinator (all deliverables)</td>
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<td>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</td>
<td>July 2019, July 2020</td>
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<td>Provide opportunities for all staff to participate in NAIDOC Week activities.</td>
<td>July 2019, July 2020</td>
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<td>Contact our local NAIDOC Week Committee to discover events in our community.</td>
<td>May 2019, May 2020</td>
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<td>7.</td>
<td>Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week</td>
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<td>Create celebrations on dates of significance to Aboriginal and Torres Strait Islander peoples e.g. NAIDOC Week, NRW for all staff and Park businesses to participate in (invite Aboriginal artists, performers, caterers etc.).</td>
<td>May 2019, July 2019</td>
<td>Manager, Public Events Place Making Coordinator</td>
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<td>Use existing publications (e.g. Assets with Eyes, Staff Newsletters) to raise awareness of Aboriginal and Torres Strait Islander knowledge, perspectives and achievements</td>
<td>May 2019 And Ongoing</td>
<td>Communications Coordinator</td>
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<td>Create recognition of the Traditional Custodians (the Wangal) at key entry/arrival points at Sydney Olympic Park (e.g. Train station)</td>
<td>April 2020</td>
<td>Director, Place Management Senior Manager, Infrastructure</td>
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<td>Create “Welcome to Wangal Country” Welcome Packs for new residents, employees, students, hotel guests and event coordinators etc.</td>
<td>December 2019 And Ongoing</td>
<td>Place Making Coordinator</td>
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| Use the local Aboriginal 6 -seasons calendar especially in parkland areas to educate visitors about Aboriginal and Torres Strait Islander relationships with nature and offer staff lunchtime walks to explain this. | Use the local Aboriginal 6 -seasons calendar especially in parkland areas to educate visitors about Aboriginal and Torres Strait Islander relationships with nature and offer staff lunchtime walks to explain this.                                                                                                                                     | June 2019 And Ongoing     | Senior Manager, Education & Visitor Programs  
Place Making Coordinator  
Project Manager, Cultural Programs |
| Create an Aboriginal resource garden where people can gain knowledge of local plants of importance to Sydney Aboriginal people.                                                                                                                                  | Create an Aboriginal resource garden where people can gain knowledge of local plants of importance to Sydney Aboriginal people.                                                                                                                                                                                                       | December 2020             | Senior Manager, Parklands  
Place Making Coordinator  
Project Manager, Cultural Programs |
| Encourage and support major events at the Park to include recognition of Aboriginal and Torres Strait Islander cultures                                                                                                                                           | Encourage and support major events at the Park to include recognition of Aboriginal and Torres Strait Islander cultures                                                                                                                                                                                                     | June 2019 And Ongoing     | Director, Venue Management  
Director, Place Management |
| Provide opportunities for Aboriginal and Torres Strait Islander peoples to celebrate their culture at Sydney Olympic Park                                                                                                                                         | Set up the Armory Murama Centre as an Aboriginal and Torres Strait Islander Healing Space to be led and staffed by Aboriginal and Torres Strait Islander people  
Aim for all cultural programs to be delivered by/with Aboriginal People  
Explore opportunities for a Caring for Country policy that involves Aboriginal Discovery Rangers at the Park | Launch in May 2019  
December 2020  
December 2020               | Senior Manager, Education & Visitor Programs  
Manager, Visitor Programs (all deliverables) |
We will provide more opportunities for Aboriginal and Torres Strait Islander people to live, work, learn and play at Sydney Olympic Park.

At Sydney Olympic Park, we are creating a place that for all people to live, work, learn and play. Our vision is to have a daily population of over 60,000 residents, workers and students and over 20,000 daily visitors enjoying a diverse range of experiences in leisure, recreation, arts and culture, education, sport, business, entertainment, tourism, health and wellbeing. We plan to introduce strategies to enable Aboriginal and Torres Strait Islander peoples to be active members of the Sydney Olympic Park community, as residents in new apartments, through employment and supply chain opportunities and to experience Sydney Olympic Park as visitors.

Focus area: Key Business Objectives that Opportunities aligns to:

- Recognised World Class Precinct Manager
- Trusted Advisor to Government
- Facilitator of Exceptional Customer Experience
- Innovative, Agile & Sustainable Operator
- Engaged, Motivated & Effective Workforce
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| 10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.  
Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy, to create a workplace that reflects the percentage of Aboriginal and Torres Strait Islander Peoples in the wider community (approx. 3%)  
Investigate whether an Affirmative Measure Scheme is appropriate  
Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.  
Advertise all vacancies in Aboriginal and Torres Strait Islander media.  
Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.  
Create opportunities for training pathways / mentoring for talented Aboriginal and Torres Strait Islander peoples to fast track their careers  
Investigate Aboriginal and Torres Strait Islander Employment Opportunities at our sports venues:  
• Aquatic Centre: work with internal and external stakeholders such as People and Culture, Royal Life Saving Society, Austswim, Aquatic Recreation Industry and suitable Aboriginal and Torres Strait Islander employment agencies to investigate and identify employment opportunities (including: Traineeships, ongoing casual Lifeguard and Swim Instructor roles)  
• Investigate casual employment opportunities at other Venues. | May 2019, 2020  
July 2019  
July 2019  
June 2019  
June 2019  
December 2019  
June 2019  
June 2019  
June 2019 | Senior Manager, People & Culture (all deliverables)  
Senior Manager, People & Culture  
Director, Venue Management  
Centre Manager, Quaycentre  
Senior Manager, People & Culture  
Senior Manager, Education & Visitor Programs  
Senior Manager, People & Culture Director, Venue Management Centre Manager, Quaycentre |
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<tr>
<td>11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</td>
<td>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</td>
<td>May 2019</td>
<td>Senior Manager, Procurement Coordinator (all deliverables)</td>
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<td></td>
<td>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</td>
<td>May 2019</td>
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<td>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</td>
<td>July 2019</td>
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<td>Investigate Supply Nation membership.</td>
<td>May 2019</td>
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<td>Adhere to new NSW Government Aboriginal Procurement Policy and Aboriginal Participation in Construction Policy.</td>
<td>May 2019</td>
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<td>12. Investigate opportunities for Aboriginal and Torres Strait Islander peoples to live at Sydney Olympic Park</td>
<td>Update our Affordable Housing Allocation Policy to include Aboriginal and Torres Strait Islander peoples as priority tenants.</td>
<td>June 2019</td>
<td>Executive Director, Commercial Director, Place Management Place Making Coordinator</td>
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<td></td>
<td>Create a place where Aboriginal and Torres Strait Islander peoples feel respected, welcomed, valued, celebrated through arts, foods, shops, and cultural groups based here – aim for a minimum one Aboriginal group to base their organisation at the Park</td>
<td>March 2021</td>
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## Governance, Tracking Progress & Reporting

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<td>13.</td>
<td><strong>Report RAP achievements, challenges and learnings to Reconciliation Australia</strong>&lt;br&gt; RWG to collect data for RAP Impact Measurement questionnaire</td>
<td>July 2019, 2020</td>
<td>Director, Place Management Project Manager, Cultural &amp; Sustainability Programs (all deliverables)</td>
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<td></td>
<td>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</td>
<td>September 2019, 2020</td>
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<td>Investigate participating in the RAP Barometer.</td>
<td>May 2020</td>
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<td>Investigate systems and capability needs to track, measure and report on RAP activities</td>
<td>July 2019, 2020</td>
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<td>14.</td>
<td><strong>Report RAP achievements, challenges and learnings internally and externally</strong>&lt;br&gt; Publically report our RAP achievements, challenges and learnings as part of SOPA’s annual report</td>
<td>July 2019, July 2020</td>
<td>Director, Place Management Project Manager, Cultural &amp; Sustainability Programs</td>
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<td></td>
<td>Inform the Sydney Olympic Park community of RAP achievements — through the Staff newsletter — The Loop; social media and the Sydney Olympic Park websites; and The Sydney Olympic Park Business Association newsletter.</td>
<td>July, October, 2019 January, April 2020</td>
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<td>15.</td>
<td><strong>Review, refresh and update RAP</strong>&lt;br&gt; Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</td>
<td>October 2020</td>
<td>Director, Place Management Project Manager, Cultural &amp; Sustainability Programs Project Manager, Cultural Programs (all deliverables)</td>
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<td>Send draft RAP to Reconciliation Australia for review and feedback.</td>
<td>November 2020</td>
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<td>Submit draft RAP to Reconciliation Australia for formal endorsement.</td>
<td>April 2021</td>
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“Garugarung Gurad” 2017

1.6m x 1m. Water colour, mixed media and acrylic on canvas

“The watery flood plains of the Wanne awash with puddles of blue, green and ochre. Layers of Dreaming over water, sediment, sand and stone. Estuaries weave their way across the earth like veins in flesh and roots in soil breathing life into the earth and her children. They leave their mark on their home and continue to wander, live, love and Dream”.

The water colour “Garugarung Gurad” (D’harawal — Beautiful Country) is a homage to the Custodians of the Wangal Country and aims to capture the beauty, magic and life of the Badu Mangrove forest of the Parramatta River, home to Sydney Olympic Park. The work depicts the flood plains of the estuarine system with its inlets and creeks bleeding across the canvas and reaching like the intertwined roots of its mangrove trees. The colours mirror the natural landscape; the paint is composed of its elements — sand, soil and saltwater. The people leave behind their marks like ghosts from another time but guardians no less. Custodians of this place and time leaving a legacy of life, learning and Dreaming.

Shannon Foster
D’harawal Saltwater Knowledge Keeper