



# Reconciliation Action Plan

Innovate | Dec 2025 - Dec 2027



# 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

SASI

# Reconciliation Australia CEO Statement

Reconciliation Australia commends SA Office for Recreation, Sport and Racing on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for SA Office for Recreation, Sport and Racing to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, SA Office for Recreation, Sport and Racing will create dynamic reconciliation outcomes, supported by and

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SA Office for Recreation, Sport and Racing is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals SA Office for Recreation, Sport and Racing's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations SA Office for Recreation, Sport and Racing on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

# Our Artwork

The artwork and piece created for the Office for Recreation, Sport and Racing (ORSR) is the story of the reconciliation journey of ORSR, from the Reflect stage into the Innovate stage.

## Pat Caruso

Eastern Arrernte Graphic Artist  
We Create Print Deliver

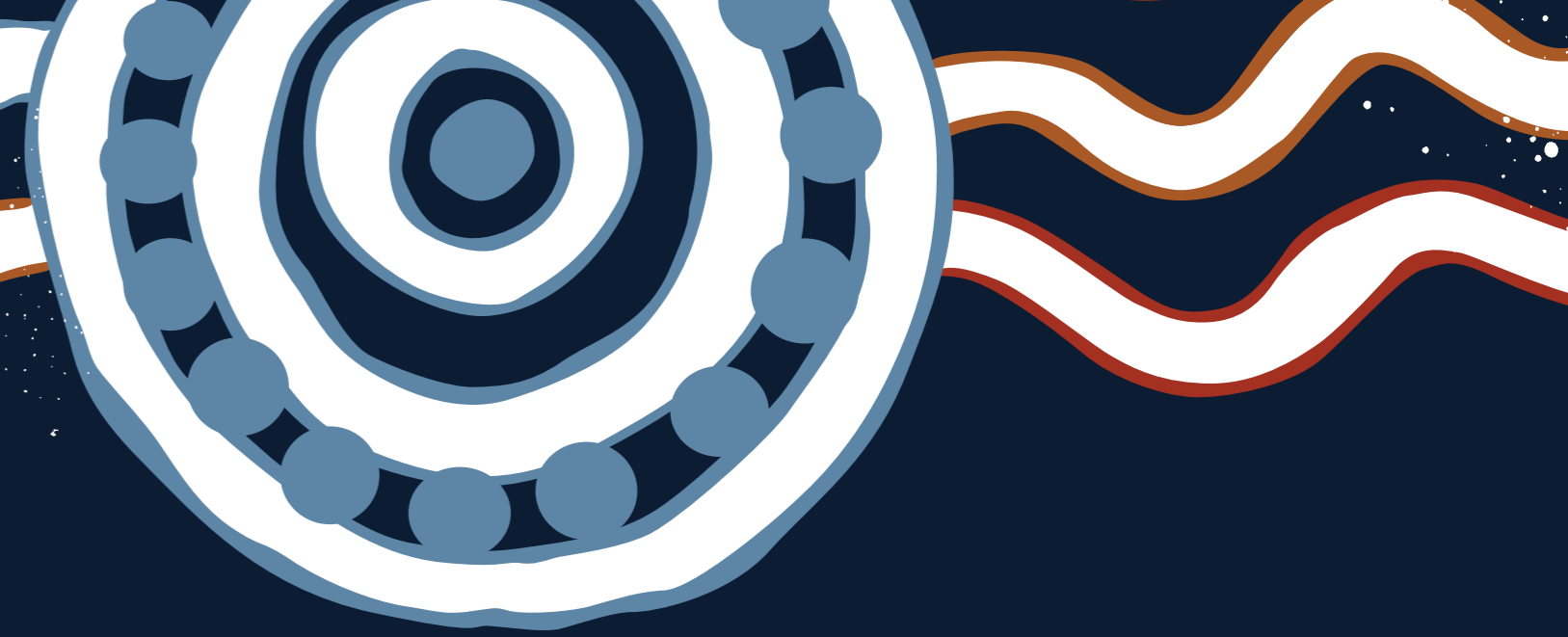


At the centre of the piece, you will find a Kurna Shield, protecting the outcomes/partnerships that have been built by the organisation in a range of areas during the Reflect stage as identified in this RAP document.

These outcomes/partnerships are represented as circles that are protected in pillars of the business and organisation's community. The outer areas represent the Australian landscape, communities and the connection between the communication and groups of influence, who hold strong from the driving forces behind them.

At the very edges of the artwork, you will see the totem of the boomerang, paying homage to the Reflect RAP and the power of the four organisational divisions and having people at the heart of the business.

The background is a reference to the stars and night sky, as a reference to The Dreaming; the foundation of learning and knowledge and guidance that our First Nation's Culture provides.



# Message from Chief Executive and RAP Chair

The Office for Recreation, Sport and Racing (ORSR) continues to recognise the vital role we play in advancing reconciliation. Our first Reconciliation Action Plan (RAP) marked the beginning of a journey grounded in listening, learning, and building respectful relationships with First Nations peoples. With our progression to this Innovate RAP, we take the next step forward with renewed purpose and ambition.

This plan reflects our commitment to contributing to a more just and equitable society for all. It is not simply a document; it is a promise to embed reconciliation into the heart of our workplace culture. We acknowledge the deep histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples and understand that true reconciliation requires action, accountability, and collaboration.

Since our first RAP, we have actively pursued partnerships with First Nations organisations, celebrated cultural milestones, and created opportunities for First Nations voices to shape our work. Yet we know there is more to do. Our Innovate RAP sets out a bold vision to deepen cultural understanding, improve employment outcomes, and ensure that respect and inclusion are woven into every interaction. Through initiatives such as cultural learning for our leaders, hosting National Reconciliation Week events, and embedding cultural protocols at significant occasions, we aim to create spaces where First Nations peoples feel valued and heard.

We invite all our stakeholders to join us on this journey. Together, we can build a future where reconciliation is not an aspiration but a lived reality, where sport and recreation unites South Australians, facilitates connections, promotes equality and reconciliation, and celebrates the strength and diversity of First Nations cultures.



**Kylie Taylor**  
Chief Executive



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

# Our RAP Working Group



**Anthea Shem**  
Manager, Sport and Recreation Venues

**Jodie Freund**  
Principal Project Officer

**Michelle Crisp**  
Manager Industry Insights

**Verity Hanel**  
Business Support Officer

**Tom James**  
Sports Coordinator, SASI

**Matt Axford**  
Graphic Designer

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



**Kellie Graves**  
General Manager  
Tjindu Foundation

The ORSR RAP Working Group engaged the support of First Nations advisor Kellie Graves, who provided guidance on the creation of our RAP.



# Our Business

The Office for Recreation Sport and Racing (ORSR) is the lead South Australian Government agency for sport, active recreation and racing. We provide leadership and support to the sport, recreation and racing sector through the development and delivery of funding, policy, programs, infrastructure planning and management and high-performance pathways.



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Our vision is sport, active recreation, and racing; the heart of a thriving state, through leading and supporting a proud, active, and connected community.

We strive to be recognised as a respected organisation, delivering high quality services to support the achievement of our strategic goals. We are dedicated to being an employer of choice, by fostering a workplace culture where every team member feels valued, empowered and supported to reach their potential, and where staff take pride in contributing to our success.

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.

As of November 2024, 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 people. 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 two athletes identify as Aboriginal and/or Torres Strait Islander peoples.

The headquarters for ORSR is on Kurna land co-located with the SA Athletics Stadium and SA Netball Stadium at Mile End. In addition, the Minister owns several stadia and facilities on Kurna lands 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). The State Shooting Complex is on the lands of the Ngarrindjeri people at Monarto. The Mawson Trail with hubs at Melrose, Cudlee Creek and Riverton, the Riesling Trail Network, the Kidman Trail, the Blinman Pools walking trail (PDF) and the Tom Roberts and Kersbrook Horse trails extend across many First Nations lands, including that of the Kurna, Adnyamathanha, Narungga, Ngadjuri and Peramangk people.

Further to our physical presence, the ORSR support activities all over the state through grants, Sports Vouchers and other programs and SASI athletes compete across the nation and on the international stage.

Our influence extends across the state of South Australia. We have close relationships with state sport, recreation and racing organisations and local government, links with clubs and providers, and are actively involved in networks, working groups and forums across government both locally and nationally.



# Our RAP

ORSR is committed to using its sphere of influence to promote reconciliation. Sport offers a place where people traditionally come together, share experiences, celebrate and connect, making it a perfect environment to advance reconciliation. ORSR will use its influence to acknowledge and raise the profile of the valued contributions that First Nations peoples make to sport in South Australia. And we will use our funding and policy levers to support the participation and leadership aspirations of First Nations communities, spreading the social, mental and health benefits to all involved.

Tim Nicholas, Director of Corporate Strategy and Investment will champion our RAP with the ORSR Senior Leadership Team. Tim will be supported by the RAP Working Group (RAPWG) which will oversee the implementation of the RAP and will provide leadership in embedding reconciliation into all aspects of the organisation.

Kellie Graves, a proud Ngarrindjeri and Narungga woman who leads the operations of the Tjindu Foundation, a key collaborator with ORSR, has provided leadership and cultural support in developing our Innovate RAP. Kellie provides advice as required and is invited to attend formal quarterly RAPWG meetings.

The RAPWG that delivered the first ORSR RAP has remained largely unchanged, with all returning members maintaining a commitment to foster reconciliation in our personal and professional lives.

The ORSR RAP has not been without its challenges, most prominently we have faced challenges in attracting First Nations candidates for job vacancies. After having a peak of 8 employees who identified as First Nations, including an Indigenous Sport Unit, ORSR currently have no First Nations employees. Despite reviewing barriers that may be limiting applications, our efforts have not yet been successful. We are committed to prioritising employment as a key focus in this Innovate RAP and will collaborate with our sphere of influence to identify, develop and promote suitable opportunities.

The RAPWG is most pleased with the way the wider ORSR workforce have embraced reconciliation and incorporated it into "the way we do business", acknowledging and magnifying First Nations voices and actively seeking opportunities to engage First Nations businesses.

# Our Partnerships/Current Activities

Delivering our new Head Quarters on Kaurna land at Mile End in 2024, including a home for SASI and the heart of South Australia's sporting success, was viewed as an opportunity to further reconciliation. We engaged Kaurna custodian Uncle Mickey O'Brien to perform a smoking ceremony as the first sod was turned and again to officially welcome visitors to the new building. And our designers have adapted Eastern Arrernte descendant, Pat Caruso's amazing RAP artwork into the fabric of the building, signally to staff and visitors our enduring commitment to reconciliation.

The SASI awards are an annual event, recognising some of the brightest and most talented South Australian athletes at a gala awards night. In 2024, the SASI team decided to acknowledge all award winners with specially commissioned, First Nations original artworks. The artworks were produced by talented Barkindji artist Caitlyn Davies-Plummer. Caitlyn, her family and her business, Dustin-Koa Art, are based on Kaurna Country in Adelaide.

SASI oversees a talent identification program, testing aspiring young athletes against physical, anthropometrical and physiological indicators to identify Australia's next sporting champions. Recognising that these opportunities aren't always readily available to young First Nations athletes, SASI partnered with Ngutu College to deliver a talent identification program to a First Nations cohort during the term of our Reflect RAP.

Jade Wilson was appointed to the Women in Sport Taskforce, bringing her lived experience as a proud Ngarrindjeri, Arabana and Pitjantjatjara woman, and her professional experience as Deputy Director for Aboriginal Strategy to the Department for Infrastructure and Transport. Young First Nations athlete, Tara Viar-Hayes, was appointed to the Women in Sport Youth Panel.

Through consultation with APY communities, the ORSR Sector Capability team identified that the women's softball teams had limited supplies and would benefit from the provision of softball equipment, individual team designed uniforms and sports crop tops. Through this project, ORSR have made numerous links with First Nation's organisations and stakeholders, leading to the engagement of a First Nation's uniform supplier to provide the uniforms for the commencement of the 2025 softball season.

Connections made by the Sector Capability team while visiting the Anangu Pitjantjatjara Yankunytjatjara lands have led to the creation of a network of organisations providing sport and recreation services to the APY lands. While still in its infancy and largely informal, the ORSR hosted a meeting of like-minded organisations interested in coordinating activities to ensure a consistent and long-term presence in a way that maximises the benefits with and for these remote communities.



Our funding programs continue to support organisations seeking to engage and develop First Nations sporting potential. During our Reflect RAP we supported numerous programs engaging with First Nations peoples of note the following programs stand out:

## **Pitjantjatjara Yankunytjatjara Education Committee Aboriginal Corporation (PYEC)**

To deliver the 'Anangu Junior Sports' program which will provide regular and inclusive sporting activities for young people across remote Anangu communities. Facilitated through a partnership with the Department for Education to provide transportation within and between communities.

## **South Australian Cricket Association (SACA)**

To deliver professional development and coaching courses to Aboriginal and Torres Strait Islander coaches in Cricket, Tennis and Basketball. Facilitated through a partnership with Tennis SA, Basketball SA and Tjindu foundation.

## **Parnggi Yarlurwar Porlar**

To deliver the Parnggi Yarlurwar Porlar project (Water Ocean Kids) which will provide approximately 200 First Nation's youth the opportunity to participate in swimming lessons at local pools then into Nippers and learning about water safety in the ocean. Facilitated through a partnership with the Largs Bay Swim Centre, North Haven Surf Life Saving Club, iSwim @ Immanuel, West Beach Surf Life Saving Club, Noarlunga Aquatic Centre, Christies Beach Surf Life Saving Club, YMCA of SA, Goolwa Surf Life Saving Club and the Tjindu Foundation.



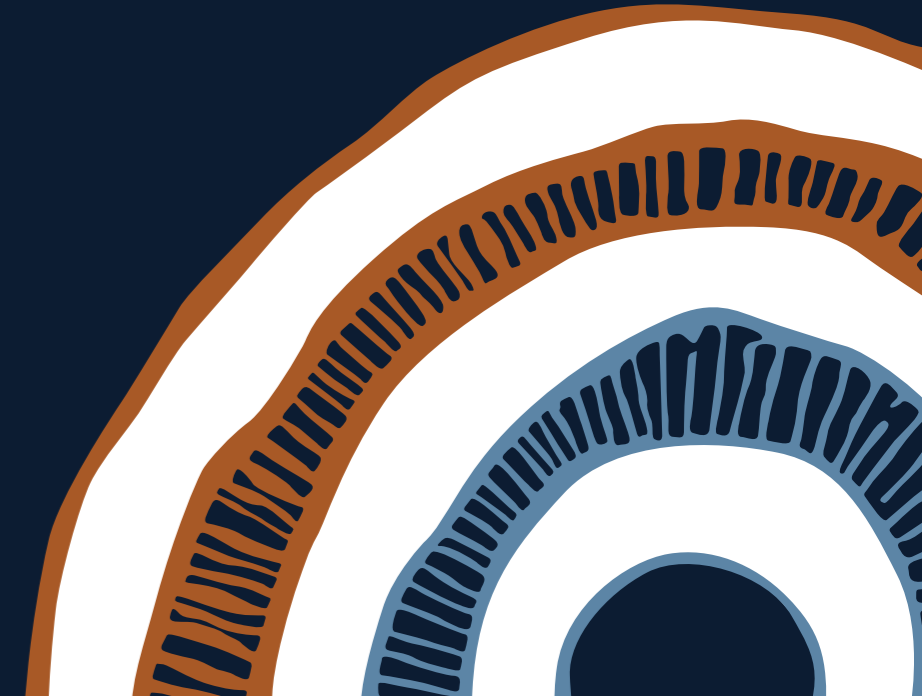


# Relationships

Action	Deliverable	Timeline	Responsibility
<b>1</b> Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2025	Director, Corporate Strategy and Investment
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	Director, Corporate Strategy and Investment
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June (annually)	Director, Corporate Strategy and Investment
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June (annually)	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 (annually)	Chief Executive
	Organise at least one NRW event each year.	27 May – 3 June (annually)	Director, Corporate Strategy and Investment
	Register all our NRW events on Reconciliation Australia's NRW website.	May (annually)	Director, Corporate Strategy and Investment
<b>3</b> Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2025	Director, Corporate Strategy and Investment / Chief Executive
	Communicate our commitment to reconciliation publicly.	June 2026, 2027	Director, Corporate Strategy and Investment
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025, 2026	Senior Manager, Sector Capability and Partnerships
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2025, 2026	Senior Manager, Sector Capability and Partnerships
<b>4</b> Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Director, Corporate Strategy and Investment
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	March 2026	Director, Corporate Strategy and Investment
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2026	Director, Corporate Strategy and Investment
	Educate senior leaders on the effects of racism.	May 2026	Director, Corporate Strategy and Investment

To achieve our vision for reconciliation it is essential to build strong and healthy relationships with First Nations peoples and representative organisations. We are committed to nurturing meaningful relationships that support and create opportunities for participation in sport and help us achieve our goal to of establishing on-going employment opportunities for First Nations peoples in the sport sector.

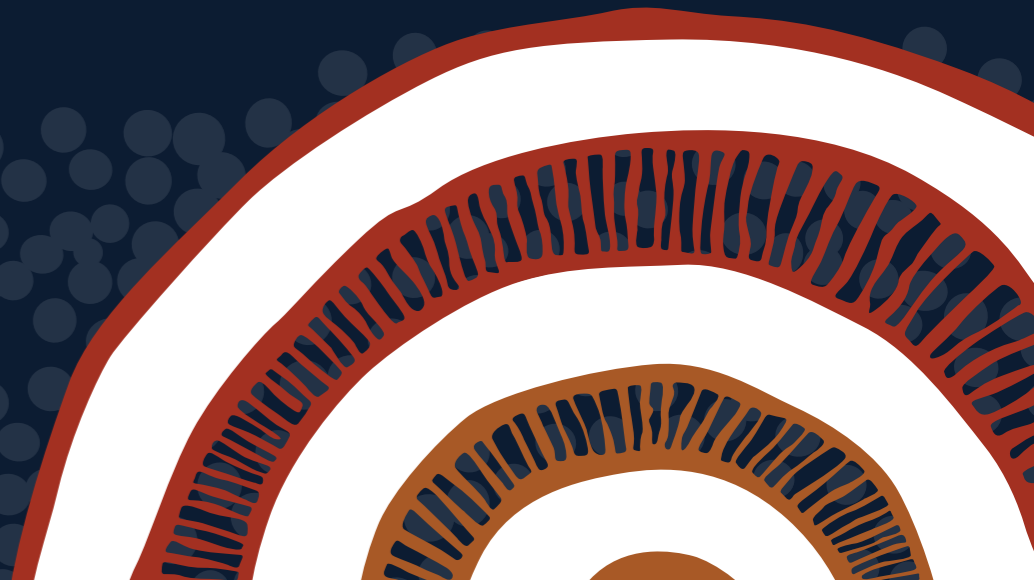
**Focus area:**  
**Thriving Workforce:** Continue our commitment to respecting, advancing and celebrating First Nations peoples through the implementation of our Reconciliation Action Plan.



Action	Deliverable	Timeline	Responsibility
<b>5</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2025	Director, Corporate Strategy and Investment
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2026	Director, Corporate Strategy and Investment
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2026	Director, Corporate Strategy and Investment
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2026	Director, Corporate Strategy and Investment
<b>6</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	Director, Corporate Strategy and Investment
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2025	Director, Corporate Strategy and Investment
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at SASI Awards, Industry Networking Events and other significant events each year.	December 2025, 2026	Chief Executive
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2025, 2026	Chief Executive
<b>7</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July (annually)	Director, Corporate Strategy and Investment
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2025	Director, Corporate Strategy and Investment
	Promote and encourage participation in external NAIDOC events to all staff.	June (annually)	Director, Corporate Strategy and Investment

Our vision for reconciliation must be based on mutual respect. First Nations South Australians have a rich and longstanding cultural history. By deepening our knowledge, understanding and appreciation of our Nation's and State's shared history, customs, celebrations, and experiences, we will be better positioned as an organisation to engage and work with First Nations people and organisations. Using sport to as a platform to share this knowledge more broadly will develop greater respect for First Nations players, coaches, referees and supporters and further advance reconciliation, therefore better positioning our organisation to engage and work with First Nations people and organisations.

**Focus area:**  
**Legacy: Sport and active recreation initiatives leave a lasting legacy, providing social and economic benefits for all South Australians.**





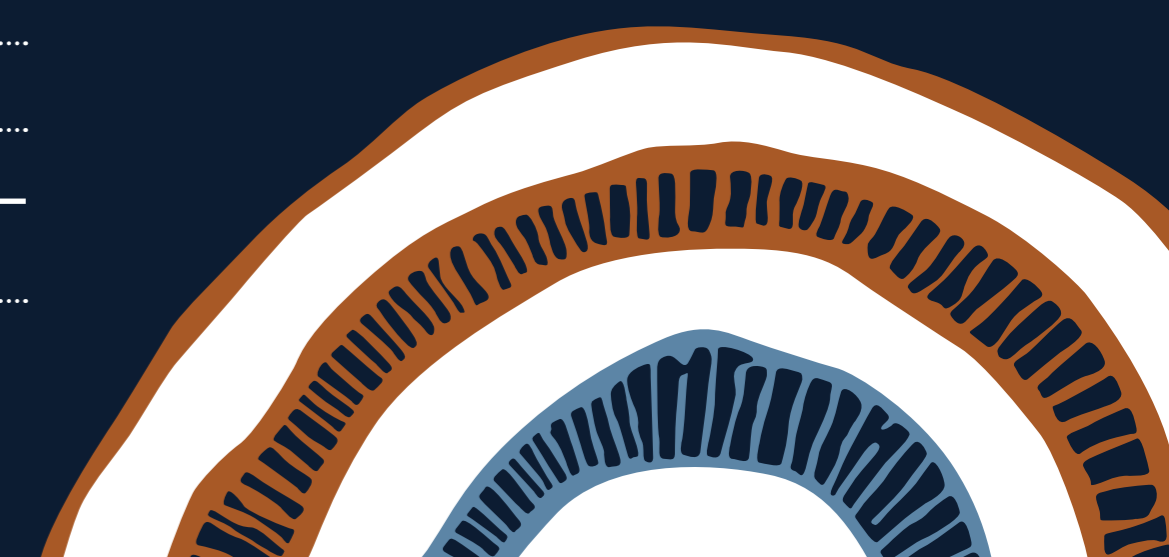
# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	Director, Corporate Strategy and Investment
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2025	Director, Corporate Strategy and Investment
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026	Director, Corporate Strategy and Investment
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025, 2026	Director, Corporate Strategy and Investment
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Director, Corporate Strategy and Investment
<b>9</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2025	Director, Corporate Strategy and Investment
	Investigate Supply Nation membership.	December 2025	Director, Corporate Strategy and Investment
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2025	Director, Corporate Strategy and Investment
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Director, Corporate Strategy and Investment
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2025, 2026	Director, Corporate Strategy and Investment
<b>10</b> 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.	December 2025	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.	December 2025	Senior Manager, Sector Capability and Partnerships

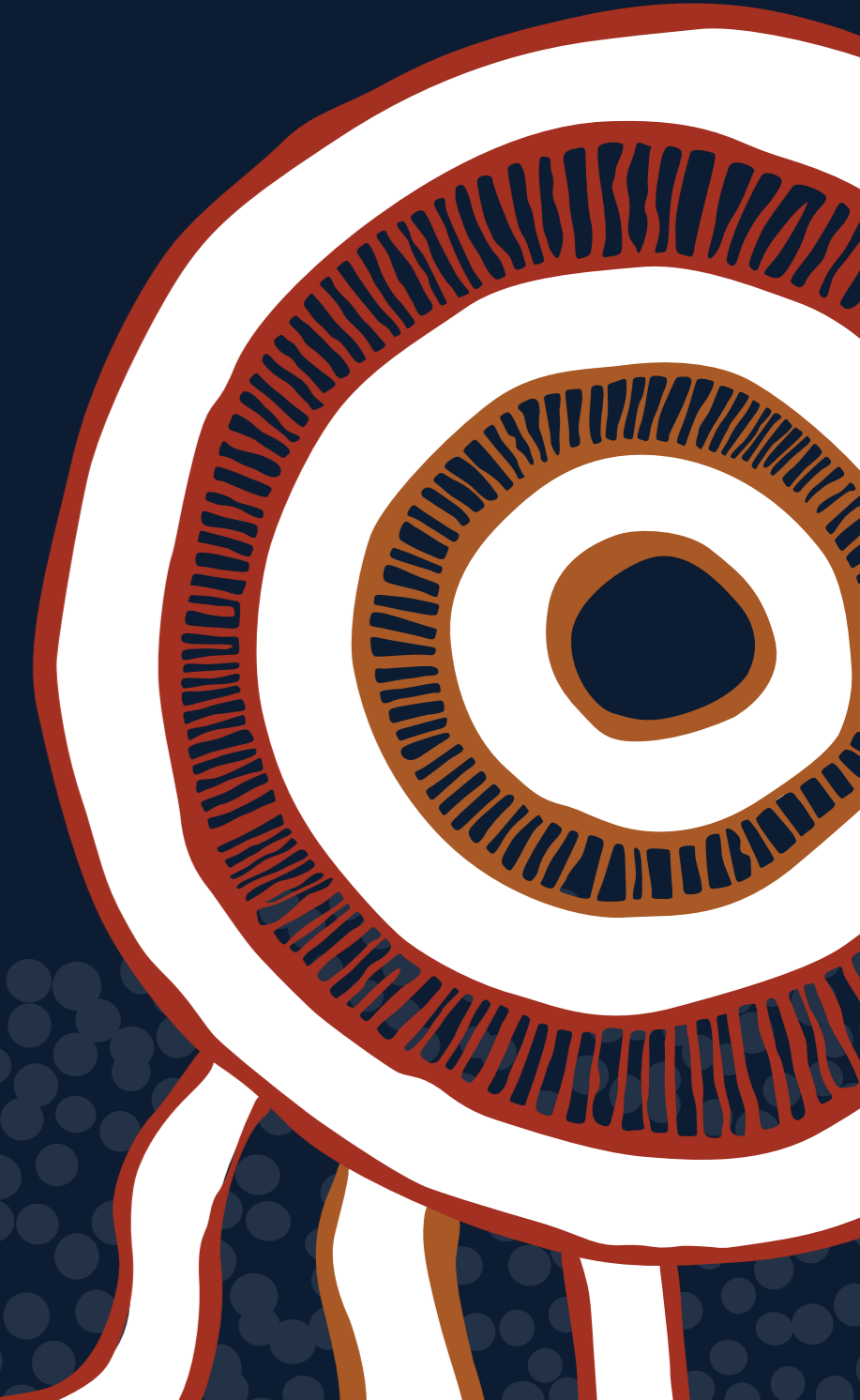
We believe that diversity and inclusion contributes to a more cohesive society. By actively working to maximise participation and pathway opportunities in sport for First Nations athletes, recruiting, developing and retaining First Nations staff, and seeking out opportunities to collaborate with First Nations organisations supports this and ultimately enhances sport, enriches our workplace culture, and helps us achieve our RAP vision.

**Focus area:**  
**Legacy:** Sport and active recreation initiatives leave a lasting legacy, providing social and economic benefits for all South Australians.

**Welcoming Communities:** Drive inclusive practices across all levels of sport and active recreation by removing barriers, increasing representation and fostering safe, welcoming environments.



Action	Deliverable	Timeline	Responsibility
<b>11</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2025	Chief Executive
	Establish and apply a Terms of Reference for the RWG.	December 2025	Chief Executive
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly 2026, 2027	Director, Corporate Strategy and Investment
<b>12</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2026	Director, Corporate Strategy and Investment
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Quarterly 2026, 2027	Director, Corporate Strategy and Investment
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2026	Director, Corporate Strategy and Investment
	Appoint and maintain an internal RAP Champion from senior management.	December 2025	Chief Executive
<b>13</b> 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.	July 2026	Director, Corporate Strategy and Investment
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2026	Director, Corporate Strategy and Investment
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026	Director, Corporate Strategy and Investment
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2026, 2027	Director, Corporate Strategy and Investment
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2025, 2026	Director, Corporate Strategy and Investment
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2026	Director, Corporate Strategy and Investment
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	Director, Corporate Strategy and Investment
<b>14</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Director, Corporate Strategy and Investment





RECONCILIATION  
ACTION PLAN

**INNOVATE**



Government  
of South Australia

Office for Recreation,  
Sport and Racing

**Contact**

ORSR.Reconciliation@sa.gov.au  
1300 714 990