

REFLECT



VENUES WEST

RECONCILIATION ACTION PLAN

JANUARY 2019 – JUNE 2020



RECONCILIATION
ACTION PLAN

REFLECT

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CHAIR AND CEO FOREWORD



Graham Goerke
Chair

VenuesWest's commitment to reconciliation is to strengthen the relationships between Aboriginal and Torres Strait Islander and non-indigenous Australians to benefit all people in their interactions with Western Australia's premier sporting and entertainment venues.

Our Reflect Reconciliation Action Plan (RAP) outlines the initiatives we will deliver in support of that commitment by promoting respect and recognition of Aboriginal and Torres Strait Islander peoples, histories, and cultures.

The development of this RAP represents the start of our commitment towards creating a more inclusive and culturally aware organisation that provides equity, equality and institutional integrity. We will move towards greater unity and historical acceptance for Aboriginal and Torres Strait Islanders as employees, customers and the broader community.

Through our Reconciliation Working Group and reconciliation partners, we are committed to achieving the actions and targets in our RAP over the next 12 months and preparing for future commitments to reconciliation guided by the Reconciliation Australia framework.



David Etherton
Chief Executive Officer

VenuesWest's culture is defined by its signature behaviours, a number of which have a natural alignment to reconciliation:

- We Deliver Safely
- We Act like Owners
- We Champion Dreams
- Together We Win
- We Celebrate Success – Big and Small

It is our intention to support reconciliation through our strategic objectives and business priorities. Aligned with our Workforce Diversity Plan, reconciliation will feature throughout our organisation.

We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land on which our venues are located. We acknowledge their rich and diverse culture and look forward to contributing to reconciliation in a planned and outcome focused approach.



OUR BUSINESS

VenuesWest owns and manages major sport and entertainment facilities in Western Australia on behalf of the State Government. VenuesWest's asset portfolio consists of 13 venues valued in excess of \$2 billion, including the 60,000 seat world class Optus Stadium which opened in January 2018. Other venues include the iconic RAC Arena, HBF Park, HBF Stadium, HBF Arena, WA Athletics Stadium, State Netball Centre, Champion Lakes Regatta Centre, SpeedDome, WA Rugby Centre, WAIS High Performance Service Centre, Bendat Basketball Centre and Perth Motorplex.

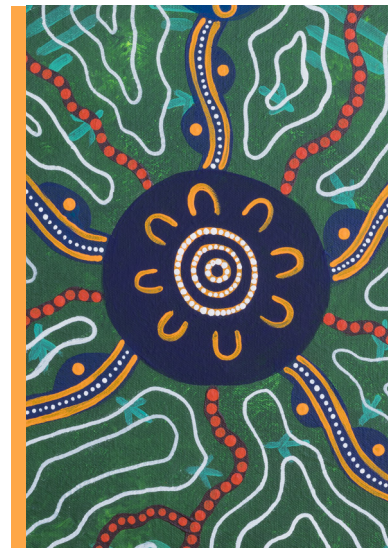
VenuesWest welcomed over five million patrons into its venues in 2018, including:

- Children learning new skills
- People of all ages participating in sporting and fitness activities
- Families and friends enjoying live sport and entertainment experiences
- Locals as well as visitors to Western Australia being attracted to major events
- Athletes and musicians striving for world class performances.


We directly support high performance sport by providing training and competition facilities, direct subsidies to sport on venue and event costs, and through the provision of high performance sport, training and entertainment experiences for the community.

Our focus on attracting world class sport and entertainment events provides all Western Australians with the opportunity to be inspired, and provides a platform for athletes and entertainers to inspire others.

VenuesWest employs approximately 200 permanent and 400 active casual staff to service its venues and events. VenuesWest currently has one Aboriginal board member and strives for greater representation of Aboriginal Australians in its workforce through RAP initiatives. These include the continuation of traineeships to Aboriginal and Torres Strait Islander peoples and developing greater employment, training and business opportunities.



OUR RAP



This Reflect RAP represents the first step in VenuesWest's reconciliation journey. It demonstrates our commitment to building meaningful relationships, enhancing respect and promoting sustainable opportunities for Aboriginal and Torres Strait Islander peoples. We believe that building strong and respectful partnerships with Aboriginal and Torres Strait Islander communities is fundamental to the provision of truly inclusive sporting, community, and entertainment venues for Western Australia.

Reconciliation Australia's RAP framework has guided us in the development of this practical plan of action that is built on relationships, respect and opportunities. 'Reflect' is one of the four RAP types in the RAP Framework, and this RAP will lay strong foundations for reconciliation that we can further develop over years to come.

As a clear commitment of the first step in our reconciliation journey, we pledge to:

- Build relationships with Aboriginal and Torres Strait Islander peoples and communities
- Encourage respect for Aboriginal and Torres Strait Islander peoples and cultures
- Provide opportunities for Aboriginal and Torres Strait Islander peoples
- Monitor progress in the delivery of actions

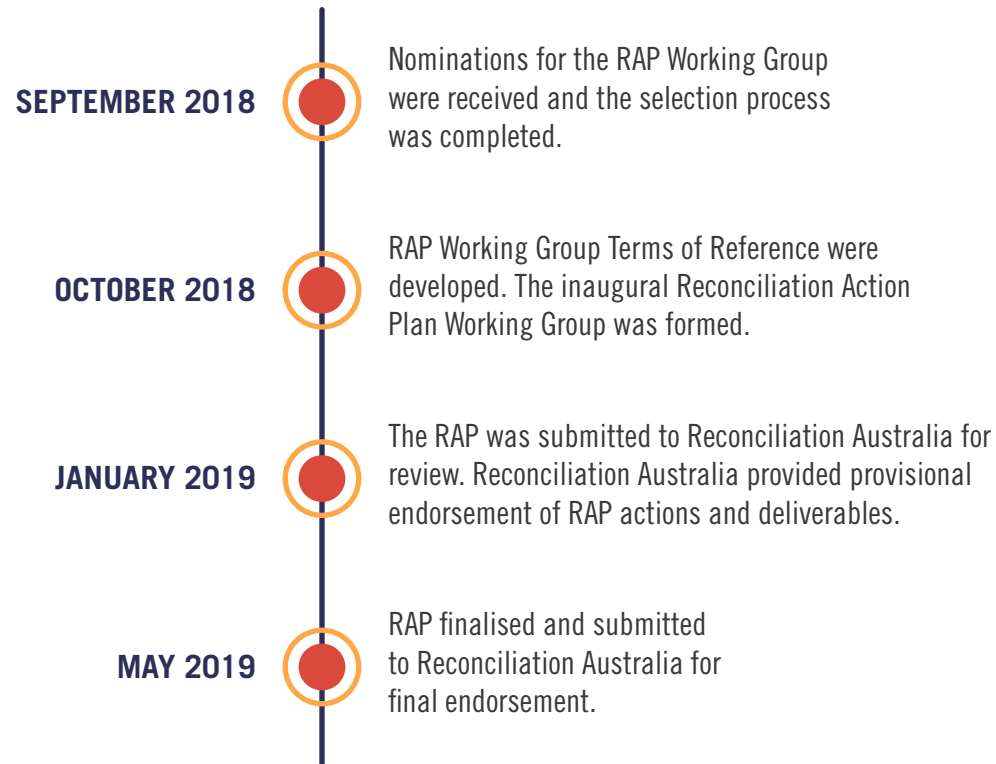
The RAP Working Group will maintain responsibility for completion of the specific actions outlined in this RAP over the next 12 months. The Working Group consists of 10 members, and has representation from the VenuesWest Board, Executive team, and employees from across the four Directorates of the organisation. The Working Group also comprises of external partners from Kooya Consultancy and Royal Life Saving Society WA.

Kim and Sharna Collard of Kooya Consultancy are Balladong/Wilmen people of the Noongar Nation. Kim and Sharna have a compelling vision and dynamic approach to reconciliation, and have brought significant cultural insight, wisdom, and guidance to the Working Group.

We are also very fortunate to have Donna Oxenham of the VenuesWest Board involved as a member of the Working Group. Donna is a Yamatji woman and former two-time national champion in Judo; her considerable cultural knowledge, experience as an athlete and as a researcher within the fields of history, cultural heritage and native title have been invaluable to the development of this RAP.

We are very excited about the impact that we can make through the implementation of this RAP and the influence it will have on our customers, employees, stakeholders and commercial partners.

DEVELOPMENT PROCESS



Aboriginal Community Representatives

Donna Oxenham (VenuesWest Board)
Kim Collard (Kooya Consultancy)
Sharna Collard (Kooya Consultancy)

Working Group Chairperson

Steve Paul

Employee Working Group Members

Samantha Pearson
Kyle Beattie
Craig Thompson
Cormac Dawson
David Vulin

External Working Group Members

Greg Tate (Royal Life Saving Society WA)



RELATIONSHIPS

VenuesWest is committed to building new relationships and strengthening existing connections with the Aboriginal and Torres Strait Islander communities. This will be facilitated through initiatives which aim to acknowledge and represent Aboriginal cultures through the engagement of employees, community representatives and participation in events.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish a RAP Working Group (RWG)	• RAP Working Group to oversee development, endorsement and implementation of the RAP.	Mar 2019	RAP Working Group Chair
	• Ensure Aboriginal and Torres Strait Islander peoples representation on the RAP Working Group.	Mar 2019	RAP Working Group Chair
	• Establish a Terms of Reference for the RAP Working Group.	Mar 2019	RAP Working Group Chair
	• Meet at least four times per year to monitor and report on RAP implementation and activities.	Ongoing	RAP Working Group Chair
Engage with the local Aboriginal and Torres Strait Islander community	• Identify and engage with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Jun 2019	CEO, RWG Chair
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2019	RWG Chair, Senior People and Culture Consultant
	• Engage an Aboriginal or Torres Strait Islander WAIS athlete as an ambassador for VenuesWest.	Jul 2019	Marketing Manager, Communications Manager
	• Advocate for, invite and encourage representation and participation by Aboriginal and Torres Strait Islander staff and community representatives to be part of working groups, consultations and committees as appropriate.	Ongoing	Executive Team
Participate in and celebrate National Reconciliation Week (NRW)	• Hold at least one NRW event each year and register it on Reconciliation Australia's NRW website.	May 2019	RWG Chair
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2019	RWG Chair, Communications Manager
	• RAP Working Group members to participate in an external NRW event.	May 2019	RWG Chair
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2019	CEO, RWG Chair

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Raise internal and external awareness of our RAP	<ul style="list-style-type: none"> Develop and implement a strategy to communicate the RAP to internal and external stakeholders, and ensure all staff have the opportunity to become involved in activities and initiatives in support of reconciliation. 	Jun 2019	Communications Manager, RWG Chair
	<ul style="list-style-type: none"> Publish the RAP on our intranet and external websites. 	May 2019	Communications Manager
	<ul style="list-style-type: none"> Hold a launch event in celebration of the RAP and our efforts towards reconciliation. 	May 2019	RWG Chair
	<ul style="list-style-type: none"> Communicate the RAP status and initiatives at staff meetings including CEO Forums. 	Dec 2019	CEO, RWG Chair, Senior People and Culture Consultants
	<ul style="list-style-type: none"> Establish a RAP email to provide regular updates to employees. 	May 2019	Communications Manager, RWG Chair
	<ul style="list-style-type: none"> Identify other like-minded organisations to collaborate with on our reconciliation journey. 	Jun 2019	RWG Chair
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	Jun 2019	RWG Chair
Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Research best practice and policies in the areas of race relations and anti-discrimination. 	Sep 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions and future needs. 	Sep 2019	Senior People and Culture Consultant
Develop and strengthen relationships with Aboriginal and Torres Strait Islander Service Providers	<ul style="list-style-type: none"> Develop and implement an engagement plan to strengthen relationships with service providers, organisations and stakeholders. 	Dec 2019	Senior Procurement Officer
	<ul style="list-style-type: none"> Establish a database of key Aboriginal and Torres Strait Islander organisations relevant to procurement outcomes and focus. 	Dec 2019	Senior Procurement Officer
	<ul style="list-style-type: none"> Inform all staff of relationships with relevant key organisations so they can work to further support and strengthen these relationships. 	Dec 2019	Senior Procurement Officer



RESPECT

VenuesWest acknowledges Aboriginal Australians as the Traditional Owners of the land on which its venues are placed. Understanding these cultures and histories is vital to engaging and supporting the Aboriginal and Torres Strait Islander communities. VenuesWest strives to promote and encourage the involvement in cultural awareness initiatives amongst its staff, stakeholders and venue communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Identify and engage Aboriginal and/or Torres Strait Islander service providers to deliver cultural awareness / competency training for Executive, Senior Management and key employees. 	Jan 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Identify a suitable online cultural awareness course to be delivered to all employees. 	Jan 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Include cultural awareness in the employee induction program. 	Jun 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	Jun 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	Jun 2019	Senior People and Culture Consultant
Engage a local Aboriginal or Torres Strait Islander artist	<ul style="list-style-type: none"> Commission an artwork design to be utilised for our RAP and specific initiatives. 	Apr 2019	RWG Chair
	<ul style="list-style-type: none"> Commission and display Aboriginal recognition statements telling the stories of each venue and its 'place'. 	Dec 2019	RWG Chair and Marketing Manager
Embed cultural safety and appropriateness in VenuesWest policies	<ul style="list-style-type: none"> Review and update policies and procedures in consultation with Aboriginal and Torres Strait Islander stakeholders to ensure that they are culturally safe and appropriate. 	Jun 2020	Senior People and Culture Consultant, Governance and Ministerial Liaison Officer
	<ul style="list-style-type: none"> Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance such as the National Apology, Mabo Day etc. through social media, a statement or an event. 	Jun 2020	RWG Chair

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote cultural awareness in VenuesWest	<ul style="list-style-type: none"> Ensure staff are informed and understand the significance of Aboriginal and Torres Strait Islander protocols such as Welcome to Country and Acknowledgment of Country through training and communication. 	Jun 2019	Senior People and Culture Consultant, RWG Chair, Communications Manager
	<ul style="list-style-type: none"> Include Acknowledgment of Country in all business meetings, events and conferences of 10 people or more. 	Jun 2019	All People Managers, Board, Executive
	<ul style="list-style-type: none"> Include Acknowledgment of Country in high impact outgoing communications including emails and publications and through audio/visual display (digital signage) at all venues with available AV. 	Jun 2019	CEO, Communications Manager
	<ul style="list-style-type: none"> Include a Welcome to Country at the RAP launch event. 	Apr 2019	RWG Chair, Communications Manager
	<ul style="list-style-type: none"> Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. 	Apr 2019	RWG Chair, Communications Manager
	<ul style="list-style-type: none"> Ensure that the Aboriginal and Torres Strait Islander flags are displayed at all venues with available flagpoles. 	Jun 2019	Manager Venue Delivery and Operations, Venue Coordinators, Executive Services
Celebrate and participate in NAIDOC Week Events and Activities	<ul style="list-style-type: none"> Review policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week events. 	Jul 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Distribute information to all staff about local NAIDOC Week events. 	Jul 2019	RWG Chair
	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	Jul 2019	RWG Chair
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	Jul 2019	RWG Chair



OPPORTUNITIES

VenuesWest is committed to creating opportunities for Aboriginal and Torres Strait Islander peoples and businesses through employment opportunities, professional development and procurement practices.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<ul style="list-style-type: none"> Develop a Best Practice Guide to Diversity Employment. 	Sep 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Include specific wording in all job advertisements encouraging Aboriginal and Torres Strait Islander peoples to apply. 	Jan 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Where possible, advertise vacant positions on Aboriginal and Torres Strait Islander media and through community networks. 	Dec 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander employees are supported through use of professional Aboriginal employment support services as required. 	Jun 2020	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Ensure employment activities support the achievement of Aboriginal and Torres Strait Islander Employment targets outlined in the VenuesWest Workforce and Diversity Plan 2018-2021. 	Jun 2020	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Identify current Aboriginal and Torres Strait Islander staff and ensure that they are informed of upcoming employment opportunities. 	June 2020	Senior People and Culture Consultant
Investigate VenuesWest's procurement in relation to Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be considered for providing goods and services. 	Dec 2019	Senior Procurement Officer
	<ul style="list-style-type: none"> Review procurement policies and procedures to identify and remove barriers to Aboriginal and Torres Strait Islander businesses to supplying VenuesWest with goods and services. 	Dec 2019	Senior Procurement Officer, Governance and Ministerial Liaison Officer
	<ul style="list-style-type: none"> Pursue alternative opportunities for direct procurement through Aboriginal and Torres Strait Islander service providers. 	Jun 2020	Senior Procurement Officer
	<ul style="list-style-type: none"> Provide opportunities for local Aboriginal and Torres Strait Islander service providers to utilise our facilities. 	Dec 2019	CEO, RWG Chair
Investigate opportunities for an Aboriginal and Torres Strait Islander Traineeship and Work Experience Program	<ul style="list-style-type: none"> Investigate a possible traineeship program through RLSSWA or a similar organisation including consideration of funding in the annual budget cycle. 	Jun 2019	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Partner with Work Smart to engage Aboriginal and Torres Strait Islander school-based trainees at our venues. 	Mar 2019	Senior People and Culture Consultant



TRACKING AND PROGRESS

VenuesWest will review and report the progress of its RAP deliverables to measure support and further develop initiatives in consultation with Reconciliation Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build awareness of the RAP	• Make our RAP available at venue reception areas, on our website and intranet.	May 2019	Communications Manager
	• Review and refresh the RAP every 12 months in consultation with Reconciliation Australia.	Feb 2020	RWG Chair
Review and report on RAP progress	• Report key milestones internally each quarter through the People and Culture dashboard and CEO Forums.	Ongoing	Senior People and Culture Consultant
	• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia as required.	Sep 2019	RWG Chair
Build support for the RAP	• Define resource needs for RAP implementation.	Jun 2019	RWG Chair
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	Jun 2019	RWG Chair, Senior People and Culture Consultant
	• Engage senior leaders in the delivery of RAP commitments.	Ongoing	CEO, RWG Chair

ABOUT THE ARTWORK

The concept of 'bringing people together' is the main focus of this design. Centred is a large gathering place with a number of smaller gatherings around it representing the community and their journeys to attend events from all over Western Australia. Gathering places are painted blue to represent VenuesWest.

The green background represents the rich flora and fauna, with emu tracks, kangaroo tracks and footprints providing a grounding connection to Noongar country. The white elements of the design are the land formations and waterways that we have all throughout this land. Red and orange lines symbolise the ripple effect of bringing people together to create an infectious atmosphere.

This artwork has been named 'Doorndjil Yoordaniny' by a representative of the Balladong/Wilmen clans in Mr Kim Collard. In the dialect of Balladong it translates into 'coming together' through the making of a spear (kitj). This practice holds great significance for traditional Noongar culture and embodies a sense of community through the coming together of many people and hands to collect the special timber (mungaart – jam tree). While crafting the kitj elders sit around the campfire to teach and hand down this knowledge to the next generation of hunters.



ABOUT THE ARTIST

Jade (JD) Penangke. Jade is a Whadjuk/Balladong Nyoongar (Mother's side), Eastern Arrernte (Father's side) woman from Perth. She is a visual artist and a cultural educator. Jade remains connected to her culture through painting and family. She has a passion for making a change for Indigenous Australians, especially youth, through different forms of art whether it be painting or dance. The name J.D. Penangke comes from Jade Dolman's initials, with Penangke (pronounced pen-ung-ga) being her skin name inherited from her Father.

She has recently graduated from the University of Western Australia with a Bachelor of Arts majoring in Indigenous Knowledge, History & Heritage and Fine Arts. Jade is very passionate about her work with the community and feels privileged to share her knowledge and to facilitate discussions around current issues Aboriginal people face as well as creating conversations around the next step forward.





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