



RECONCILIATION
ACTION PLAN

INNOVATE



Australian Government
Australian Sports Commission

INNOVATE RECONCILIATION ACTION PLAN

May 2022–April 2024



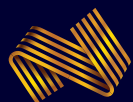
Our **Sporting Schools program** provides opportunities for thousands of children across Australia to participate in sport, including many Indigenous children.



The Australian Sports Commission (ASC), comprising Sport Australia and the Australian Institute of Sport (AIS) recognises that we work and live on the lands of all First Nations People across Australia. The ASC acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation. The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and emerging.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

SPORTAUS



AIS

The ASC RAP cover features an original design by artist, Dale Huddleston. Dale is connected to Ngardi language group in the Roper River region of East Arnhem Land through his father's people and has cultural ties with the Wiradjuri people of NSW through his mother's people.

The cover artwork is a collaborative hands workshop run through Burreniju Aboriginal Art Gallery which represents what was depicted in cave paintings. Each hand represents Junkkayi which is 'caretaker' in Ngandi Language group of South East Arnhem Land. This is a collaborative, contemporary piece and participants learn the knowledge passed on in the workshop.

FOREWORD

The Australian Sports Commission (ASC) is pleased to present our *Innovate* Reconciliation Action Plan (RAP) to guide our reconciliation journey for the next two years.

The ASC, comprising Sport Australia and the AIS, is committed to creating positive and lasting change to reduce inequality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

From grassroots sport to elite international competition, we recognise the role sport can play in engaging every Australian. Not only can sport unite us but it can improve the health and wellbeing of all Australians.

Our *Reflect* RAP has helped us lay the foundation for our reconciliation journey and we are excited to embark on the next stage. Our *Innovate* RAP outlines the actions we will take to achieve our vision for reconciliation.

Our vision is to provide opportunities for our workforce to develop a better understanding of Aboriginal and Torres Strait Islander cultures and histories and to create a workplace culture where diversity is welcomed, valued and supported.

We will work with sport sector partners, particularly National Sporting Organisations (NSOs) and National Sporting Organisations for People with Disability (NSODs), to share, collaborate and enhance our collective efforts towards reconciliation, guided by consultation with First Nations Peoples.

We will develop and implement an engagement plan to work with and strengthen our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations both in the sport sector and more broadly in Australian communities.

We will continue to engage staff and stakeholders in reconciliation in a meaningful way.

The AIS *Share A Yarn* community engagement initiative is connecting high performance athletes with Aboriginal and Torres Strait Islander communities to learn about country, Traditional Owners of the land, histories, and cultures, to enrich athletes' standing as inclusive and diverse role models for the Australian community. The AIS works with Traditional Owners, prominent Aboriginal and Torres Strait Islander leaders, and organisations to develop relationships that foster learning and positive outcomes for the project.

As part of the Australian Government's Barkly Regional Deal, Sport Australia is supporting the Northern Territory Government and the Barkly Regional Council to improve access to sport across the community. The 10-year deal aims to improve the productivity and liveability of the Barkly region and is the first of its kind in Australia.

In pursuing these and other opportunities, we will embed reconciliation across Sport Australia and the AIS and into the wider sporting sector. We recognise that to make a difference and to make lasting change, every single one of us needs to stand up and play a part.



Kieren Perkins

CEO

Australian Sports Commission

OUR VISION FOR RECONCILIATION

As a leading entity in sport, the ASC's vision is to lead nationally in reconciliation, using sport as the vehicle. The ASC, comprising of the AIS and Sport Australia, aims to improve the recognised health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through sport participation and engagement with sport.

We understand the importance of, and will strive to, create culturally safe and diverse environments for all, that celebrate the vast contributions of Aboriginal and Torres Strait Islander peoples and culture to foster such participation and engagement. We aim to do this both internally in the ASC and externally through our work with sports and the greater community.

Sport Australia is leading the delivery of the **Barkly Community Sports Program** as part of the Barkly Regional Deal — a 10 year \$78.4m commitment between the Australian Government, the Northern Territory Government and the Barkly Regional Council.



OUR BUSINESS

The ASC is the Australian Government agency responsible for supporting and investing in sport. We were established in 1985 under the Australian Sports Commission Act 1989 and operate in accordance with the Public Governance, Performance and Accountability Act 2013. The ASC is governed by a Board of Commissioners appointed by the Minister for Sport. The Board determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions and is accountable to the Minister for Sport.

Our focus is to improve the health and wellbeing of Australians and build stronger communities through participation and engagement with sport. From grassroots right up, to the pinnacle of elite international competition, we work together with the sport industry and the wider community to champion the role sport can play in engaging every Australian regardless of age, race, gender, cultural background or physical ability.

The ASC comprises:

SPORT AUSTRALIA

Sport Australia is responsible for driving greater participation, engagement, and capability in Australian sport. We invest in NSOs and NSODs, to champion the value of sport and encourage people of all backgrounds, ages and abilities to be involved in organised sport. In addition to providing funding, Sport Australia is focused on improving the capability of sporting organisations to create an effective and sustainable national sports sector.

Our work includes:

- > Directing the Australian Government investment into NSOs and NSODs to achieve greater sport participation outcomes and industry growth.
- > Supporting NSOs and NSODs with expertise and guidance in areas such as governance, financial advisory, workforce development and digital technology.
- > Managing major Commonwealth grant programs, including Sporting Schools, Local Sporting Champions, and Women Leaders in Sport.
- > Undertaking research with the AusPlay survey and knowledge sharing through the Clearinghouse for Sport to help connect the sporting sector and inform decision-making.
- > Delivering resources that provide guidance to increase participation and support inclusive, safe and ethical sport.

AUSTRALIAN INSTITUTE OF SPORT

The AIS's purpose is to build sustainable systems for Australian athletes that are measured through consistently producing podium success over multiple cycles, inspiring the next generation. We work with the National Institute Network (NIN), NSOs, and other key partners: the Australian Olympic Committee, Paralympics Australia, and Commonwealth Games Australia. We led the implementation of the return-to-sport strategy following the COVID-19 pandemic, including establishment of the AIS Reboot for Sport Framework, and assisted sports to manage the postponement of the Tokyo Olympic and Paralympic Games to 2021.

We work closely with all our partners to develop collaborative and transparent relationships to achieve the best possible outcomes for all sports. The AIS allocates investment for high-performance, national programs and research and innovation. We deliver national pride and inspiration through international sporting success. Our investment philosophy is to target multiple medallists over multiple cycles, and support our NSO partners through resources, reach and facilities. We know that success will be driven by innovation, athlete wellbeing, targeted investment, and a commitment to being ahead of the game internationally.

The ASC is administered from Canberra at the AIS Bruce campus on Ngunnawal Country, and has offices and facilities located in Melbourne on the lands of the Wurundjeri people of the Kulin nation, Sydney on the lands of the Gadigal people of the Eora nation, Gold Coast on Yugambeh country and offshore in Varese, Italy.

The ASC employs almost 450 ongoing and fixed term employees. At the time of publication, 1.8% of staff (8 out of 448) identified as Aboriginal and/or Torres Strait Islander.

OUR RAP

We celebrate the impact and role that Aboriginal and Torres Strait Islander peoples have made to sport in Australia. We seek to support Aboriginal and Torres Strait Islander peoples to enjoy opportunities at every level of sport administration and achieve excellence at every level of sport. We commit to the Australian Government's goal to make significant and measurable improvements in Aboriginal and Torres Strait Islander health and wellbeing and understand that sport plays an important role in achieving this goal.

Sport is an integral part of the Australian way of life. It is a vehicle for building community identity and social cohesion and creates many high-performance athletes who are role models who engender national pride. This puts the ASC in a unique position to contribute to addressing the life expectancy gap of 8.6 years for males and 7.8 years for females between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

We play a leadership role, supporting development of the Australian sport system from grassroots community level sport through to high performance. This includes a key objective to work closely with our system partners to increase the involvement of Aboriginal and Torres Strait Islander peoples in sport, through programs and services that reach metropolitan, rural, regional, and remote areas.

The ASC is excited to embark on the *Innovate* RAP. We are committed to creating positive and lasting change to reduce inequality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

The development of this RAP has been informed by our learnings, experiences, achievements, and challenges from our reconciliation journey to date. Our journey commenced in 2018 when we developed a *Reflect* RAP with a range of activities to drive and embed reconciliation into our organisational culture. Through the actions of the *Reflect* RAP, we have achieved a range of key milestones including:

- > joining Supply Nation
- > creating our own Acknowledgement of Country
- > displaying Acknowledgement of Country plaques in meeting rooms
- > creating a physical and digital exhibit to promote the story of Aboriginal and Torres Strait Islander sport in the AIS Visitor's Centre
- > participating in and promoting NAIDOC week events, including:
 - sports day with the ACT Brumbies and University of Canberra in 2019
 - virtual event in 2020
 - Share a Yarn initiative nation-wide activation with elite athletes
- > increasing the promotion and participation in ASC National Reconciliation Week activities, even during the COVID-19 pandemic
- > creation of digital virtual meeting backgrounds with Aboriginal and Torres Strait Islander artwork, and
- > fostering a culture for staff to reflect and learn about Australia's history and the Traditional Owners of country.

To drive our *Innovate* RAP we have adjusted our governance structure and Aboriginal and Torres Strait Islander partnerships to ensure achievement of our reconciliation goals:

- > the ASC CEO will fulfil the role of RAP Champion and sponsor all activities of the RAP Steering Committee
- > the RAP Steering Committee will be co-Chaired by two executive leaders representing both Sport Australia and the AIS
- > the Indigenous Liaison Officer is a member of the RAP Steering Committee and will play a key role in engaging with and seeking advice from other Aboriginal and Torres Strait Islander staff
- > external support from Ngannawal Traditional Custodian, Richie Allan, through paid partnership with Traditional Owners Aboriginal Corporation (TOAC) with advice on RAP outcomes, deliverables, and development.



dAIS funded athlete, **Maurice Longbottom** representing Australia. The Rugby 7s program received \$3.10m in HP funding for the Tokyo Olympic cycle.



RELATIONSHIPS

The ASC will build positive relationships with Aboriginal and Torres Strait Islander peoples and communities, and by doing so the ASC can embed differing perspectives and learnings into its operations, ensuring representation and understanding of a diverse Australia. Doing so supports the ASC to create safe and inclusive environments through sport at all levels, encouraging and safe-guarding participation from Aboriginal and Torres Strait Islander peoples. We will also aid the relationship building of the sporting system, working with our sport partners. We will support these relationships through education, funding and active engagement.

Action	Deliverable	Timeline	Responsibility
Establish and maintain 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.	October 2022 and 2023	Chairs of RAP Steering Committee
	> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Developed by August 2022 Reviewed June 2023	Chairs of RAP Steering Committee Deputy General Manager, People and Culture AIS Community Engagement Lead
Build relationships through celebrating National Reconciliation Week.	> Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	27 May – 3 June 2022 and 2023	Chairs of RAP Steering Committee supported by the NRW Champion – appointed each year
	> RAP Steering Committee members to participate in an external National Reconciliation Week event.	27 May – 3 June 2022 and 2023	Chairs of RAP Steering Committee supported by the NRW Champion – appointed each year
	> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May – 3 June 2022 and 2023	Chairs of RAP Steering Committee
	> Organise at least one National Reconciliation Week event each year.	May 2022, 2023 and 2024	NRW Champion – appointed each year
	> Register all our National Reconciliation Week events on Reconciliation Australia's NRW website .	May 2022, 2023 and 2024	RAP Steering Committee Secretary

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	> Implement strategies to engage our staff in reconciliation.	July 2022 and 2023	Deputy General Manager, People & Culture Chairs of RAP Steering Committee
	> Conduct an anonymous survey to understand employee attitudes towards reconciliation.	July 2022 and 2023	Chairs of RAP Steering Committee
	> Improve employee awareness of reconciliation initiatives, including the barriers to reconciliation and actions to remove barriers.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Include an overview of the RAP as part of staff induction.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Encourage other organisations in our sector to develop a RAP.	May 2023 Review May 2024	AIS Community Engagement Lead Director, Diversity, Equity and Inclusion
	> Communicate our commitment to reconciliation publicly including acknowledging our short comings.	October 2022 Review October 2023	Senior Communications Manager (AIS) Director, Media and Communications (SportAUS)
	> Positively influence our external stakeholders to drive reconciliation outcomes.	May 2023 Review May 2024	AIS Community Engagement Lead Director, Diversity, Equity and Inclusion
	> Collaborate with RAP partners, TOAC and other like-minded organisations to develop ways to advance reconciliation.	May 2023 Review May 2024	Chairs of RAP Steering Committee
	> Provide opportunities through ASC systems and services to support and promote reconciliation within sport (for example, through the AIS Share a Yarn program and the Barkly Regional Deal).	May 2023 Review May 2024	AIS Community Engagement Lead Director, Diversity, Equity and Inclusion Director, Participation Planning
Promote positive race relations through anti-discrimination strategies.	> Educate senior leaders on cultural awareness and the effects of racism.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Conduct a review of HR policies to identify existing anti-discrimination provisions and future needs.	July 2022	Deputy General Manager, People & Culture
	> Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2023	Deputy General Manager, People & Culture
	> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2023	Deputy General Manager, People & Culture



RESPECT

Through increasing awareness of Aboriginal and Torres Strait Islander cultures, ASC staff will create an environment in which two-way knowledge sharing, mutual respect and understanding are common practice. The ASC seeks to support a sporting culture which promotes Aboriginal and Torres Strait Islander peoples, cultures, histories, and achievements in the sporting industry.

Action	Deliverable	Timeline	Responsibility
Increase understanding and recognition of the value of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	> Conduct a review of cultural learning needs within our organisation.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Conduct a review of cultural learning needs within our sporting network.	July 2022 and 2023	AIS Athlete Wellbeing & Engagement Manager Director, Diversity, Equity and Inclusion
	> Develop, implement, and communicate a cultural learning strategy for our staff.	launch in July 2023 and review January and June 2024	Deputy General Manager, People & Culture Deputy General Manager, Ministerial, Media and Marketing
	> Develop, implement and communicate a cultural learning strategy for athletes and high-performance staff support by the AIS.	Review in February 2023 and 2024	AIS Athlete Wellbeing & Engagement Manger
	> Investigate local cultural immersion opportunities for staff.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Provide opportunities for RAP Steering Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2022 and 2023	Deputy General Manager, People & Culture
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	> Develop and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Launch in October 2022	Chairs of RAP Steering Committee

Action	Deliverable	Timeline	Responsibility
	> Communicate and increase staff awareness of cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2022 and 2023	Deputy General Manager, Ministerial, Media and Marketing AIS Senior Communications Manager
	> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2022 and 2023	Assistant Director, Corporate Communications Chairs of RAP Steering Committee
	> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including the use of traditional languages in consultation with local traditional owners.	October 2022 and 2023	Assistant Director, Corporate Communications AIS Senior Communications Manager
	> Identify sites of significance to Ngunnawal traditional landowners on the AIS Campus and ensure addition of sites to AIS facilities and maintenance logs for protection and consultation over management.	October 2022 and 2023	Director, Facilities Services
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	> RAP Steering Committee to participate in an external NAIDOC Week event.	July 2022 and 2023	Chairs of RAP Steering Committee supported by NAIDOC Champion – appointed each year
	> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2022 and 2023	Deputy General Manager, People & Culture
	> Promote and encourage participation in NAIDOC events for all staff.	July 2022 and 2023	NAIDOC Champion – appointed each year. Deputy General Manager, Ministerial, Media and Marketing
	> Host or participate in a NAIDOC Week event.	July 2022 and 2023	NAIDOC Champion – appointed each year. Deputy General Manager, Ministerial, Media and Marketing



OPPORTUNITIES

We seek to support Aboriginal and Torres Strait Islander peoples to enjoy opportunities and achieve excellence at every level of sport and sports administration. Creating participation, employment, and business opportunities for Aboriginal and Torres Strait Islander peoples will enable the ASC to help close the gap on Aboriginal and Torres Strait Islander economic and health disparities and enhance the diversity of our workforce and network. We will achieve this by developing clear pathways for Aboriginal and Torres Strait Islander peoples to engage with the ASC. We recognise disparities exist for Aboriginal and Torres Strait Islander peoples in the sport landscape and have the goal to promote and support the development of a cohesive and effective national sport sector that creates opportunities for all Australians to participate and excel in sport.

Action	Deliverable	Timeline	Responsibility
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 implementation of future employment and professional development opportunities.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Build understanding of current Aboriginal and Torres Strait Islander staffing within the high-performance sporting network to inform future employment and professional development opportunities.	September 2022 and 2023	High Performance Workforce Planning and Strategy Manager
	> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	April 2023	Deputy General Manager, People & Culture High Performance Workforce Planning and Strategy Manager
	> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and media channels.	From July 2022	Deputy General Manager, People & Culture
	> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022 and 2023	Deputy General Manager, People & Culture
	> Create and fill an Indigenous Liaison Officer role and coordinate the launch of the new Innovate RAP in collaboration with the RAP working Group and key stakeholders	June 2022	Deputy General Manager, People & Culture
	> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace.	July 2024	Deputy General Manager, People & Culture

Action	Deliverable	Timeline	Responsibility
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.	November 2022	Director, Procurement team
	> Maintain our Supply Nation membership.	November 2022 and 2023	Director, Procurement team
	> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2022 and 2023	Director, Procurement team
	> Develop and communicate to staff opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses.	November 2022 and 2023	Director, Procurement team
	> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2022 and 2023	Director, Procurement team
Develop the capability of our sporting system to develop and implement RAPs in Australian sport.	> As part of Sport Australia's inclusion work to build National and State Sporting Organisation capability around the inclusion of Aboriginal and Torres Strait Islander peoples, specifically through focus on information sharing, case studies, best practice guides, grants and circulation of resources.	Update December 2022 and 2023	Director, Diversity, Equity and Inclusion
	> Engage NSOs, Games Partners (Paralympics Australia, Australian Olympic Committee, Commonwealth Games Australia), and the NIN to share learnings and better understand what resources and initiatives are already implemented in sport and identify barriers.	October 2022 and 2023	AIS Community Engagement Lead
	> Collect Wellbeing Health Check data on athlete, coach and staff experiences in relation to racism and respect for Aboriginal and Torres Strait Islander people to inform prioritisation of resources for individual NSOs as well as the entire HP Sport System.	December 2022 and 2023	Manager, Conduct and Professionalism
Implement support mechanisms for Aboriginal and Torres Strait Islander athletes or staff utilising the AIS campus and residences	> Develop a safe place on AIS campus with traditional landowners of Ngunnawal country that encourages cultural safety.	October 2022	AIS Athlete Wellbeing & Engagement Manager
	> Identify a contact person and protocols for supporting Aboriginal and Torres Strait Islander athletes on residence.	December 2022	AIS Athlete Wellbeing & Engagement Manager
	> Provide role models and identified allies for Aboriginal and Torres Strait Islander athletes.	October 2022	AIS Community Engagement Lead



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.	> Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	December 2022 and 2023	Chairs of RAP Steering Committee
	> Apply and maintain terms of reference for the RAP Steering Committee.	December 2022 and 2023	Chairs of RAP Steering Committee
	> Meet monthly (at a minimum of four times per year) to drive and monitor RAP implementation.	Each month in 2022, 2023 and 2024	Chairs of RAP Steering Committee
	> Publicly acknowledge staff for significant contributions in driving reconciliation.	February 2023 and 2024	Chairs of RAP Steering Committee
Provide appropriate support for effective implementation of RAP commitments.	> Determine resource needs for RAP implementation.	October 2022 and 2023	Chairs of RAP Steering Committee
	> Engage our senior leaders and other staff in delivery of RAP commitments.	October 2022 and 2023	Chairs of RAP Steering Committee
	> Appoint and maintain an internal RAP Champion from senior management.	October 2022 and 2023	Chairs of RAP Steering Committee
	> Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2022 and 2023	Chairs of RAP Steering Committee
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 and 2023	Secretary RAP Steering Committee
	> Report RAP progress to all staff and senior leaders quarterly.	2022: June, September and December 2023: March, June, September and December 2024: March	Chairs of RAP Steering Committee
	> Audit and publicly report our RAP achievements, challenges and learnings annually.	March 2023 and 2024	Chairs of RAP Steering Committee
	> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2023	Chairs of RAP Steering Committee
Continue our reconciliation journey by developing our next RAP.	> Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	Secretary RAP Steering Committee

Amanda Reid, Paralympic
Gold medalist and Guringai &
Wemba Wemba woman.

CONTACT DETAILS

RAP Co-Chair
Matti Clements
Director, People Development and Wellbeing
(03) 9080 3022
matti.clements@ausport.gov.au

RAP Co-Chair
Sue McGill
Director, Participation Planning
(03) 9080 3003
sue.mcgill@ausport.gov.au



Australian Government

Australian Sports Commission

SportAUS.gov.au
AIS.gov.au



Leverrier Street Bruce ACT 2617
PO BOX 176 Belconnen ACT 2616
+61 2 6214 1111