

INNOVATE



VENUES WEST

**RECONCILIATION
ACTION PLAN**

MARCH 2022 – MARCH 2024



**RECONCILIATION
ACTION PLAN**

INNOVATE



Acknowledgement of Country

We acknowledge the Whadjuk Noongar people as the Traditional Owners of the land upon which our venues stand and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past and present.

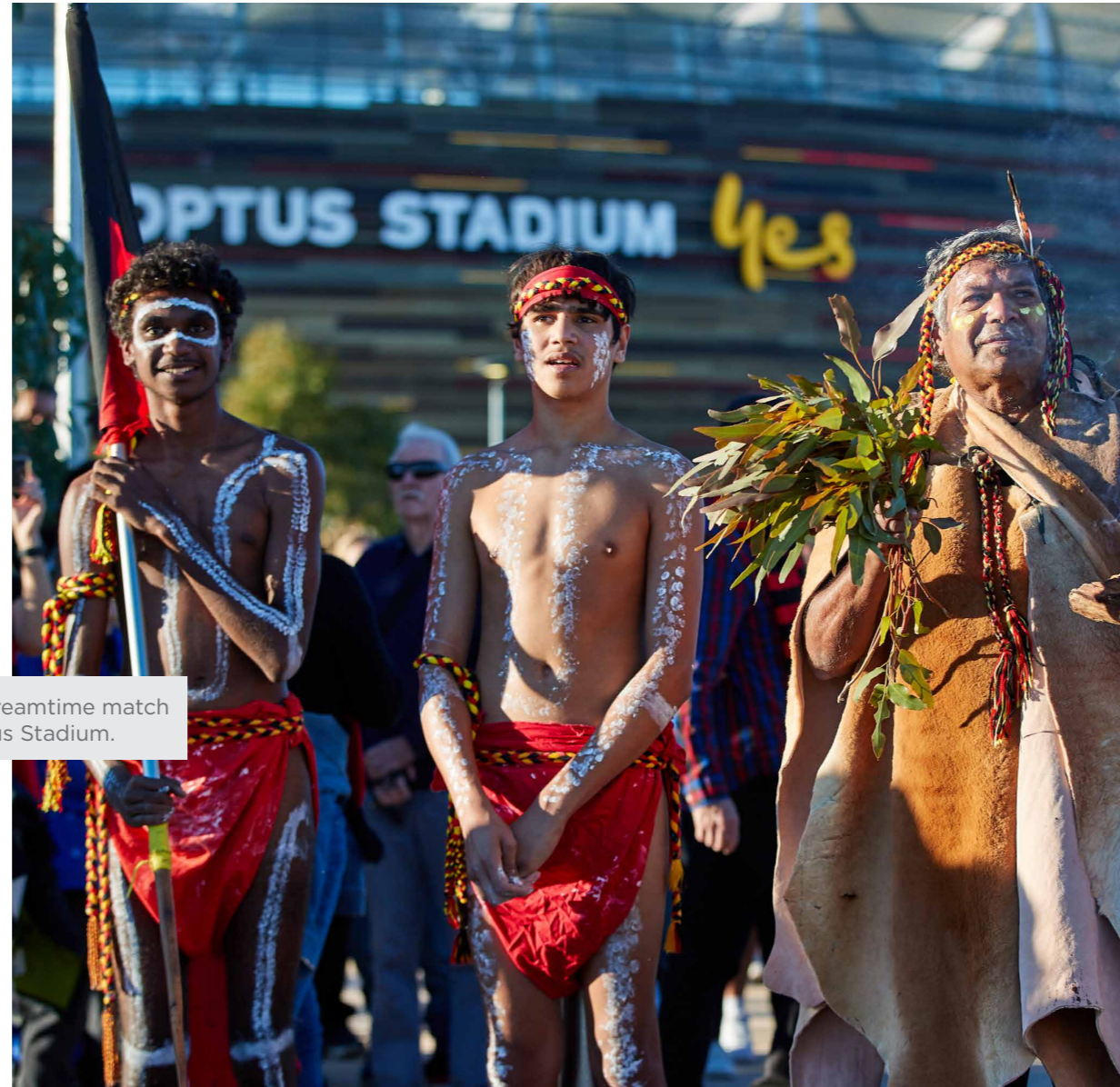
Artwork by J.D. Penangke

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OUR VISION

Our vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to be fully valued for their ongoing positive contribution to the sport and entertainment industry. Through achieving this vision we aim to ensure that they benefit from their interactions with Western Australia's world class sport and entertainment venues and precincts by providing venues that are inclusive, respectful and safe places that nurture a sense of belonging for Aboriginal and Torres Strait Islander peoples.



▶ 2021 Dreamtime match at Optus Stadium.

CEO STATEMENT FROM RECONCILIATION AUSTRALIA



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends VenuesWest 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 VenuesWest 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, VenuesWest 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 empowers and enables staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. VenuesWest is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals VenuesWest'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 VenuesWest on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

CHAIR AND CEO FOREWORD



Graham Goerke
Chair

Our vision for reconciliation is strengthened in this Innovate Reconciliation Action Plan (RAP). It represents the success of the effort undertaken over two years to establish and implement VenuesWest's first Reflect Plan and consolidates our ongoing commitment to fully value Aboriginal and Torres Strait Islander peoples for their contribution to our community and our organisation's culture and to sport and entertainment more broadly in Western Australia.

Our focus for the next three years continues to be in the areas of Relationships, Respect and Opportunities. To strengthen the connections with existing Aboriginal and Torres Strait Islander peoples, and to develop new relationships, is the foundation of our Innovate RAP.

Continuing to create culturally safe spaces for Aboriginal and Torres Strait Islander customers and employees, where they feel acknowledged and respected, is a key deliverable of this RAP. By developing our cultural awareness and understanding of cultural protocols we further integrate these into how we demonstrate our VenuesWest signature behaviours.



David Etherton
Chief Executive Officer

We recognise that it is upon these relationships that mutual respect becomes meaningful and brings about personal change, so that among many possible benefits, sustainable economic and employment opportunities can be identified and supported.

The Reconciliation Working Group that guided us through the Reflect RAP to meet the outcomes of the initiatives should be acknowledged for their consistency and commitment. We look forward to seeing all staff and Board members build on this momentum to assist VenuesWest's collaboration in realising this next stage in our journey.



▶ VenuesWest board members Mr Scott Henderson, Ms Linda Wayman, Ms Donna Oxenham and Ms Mary Anne Stephens with artist Jade (JD) Penangke at VenuesWest Reflect Reconciliation Action Plan launch.



▶ VenuesWest staff acknowledging National Reconciliation Week, and the Traditional Owners of the lands on which our venues stand - the Whadjuk people of the Noongar nation.



▶ RAP working group members at the 2021 'More than a word' Walk for Reconciliation.



OUR BUSINESS

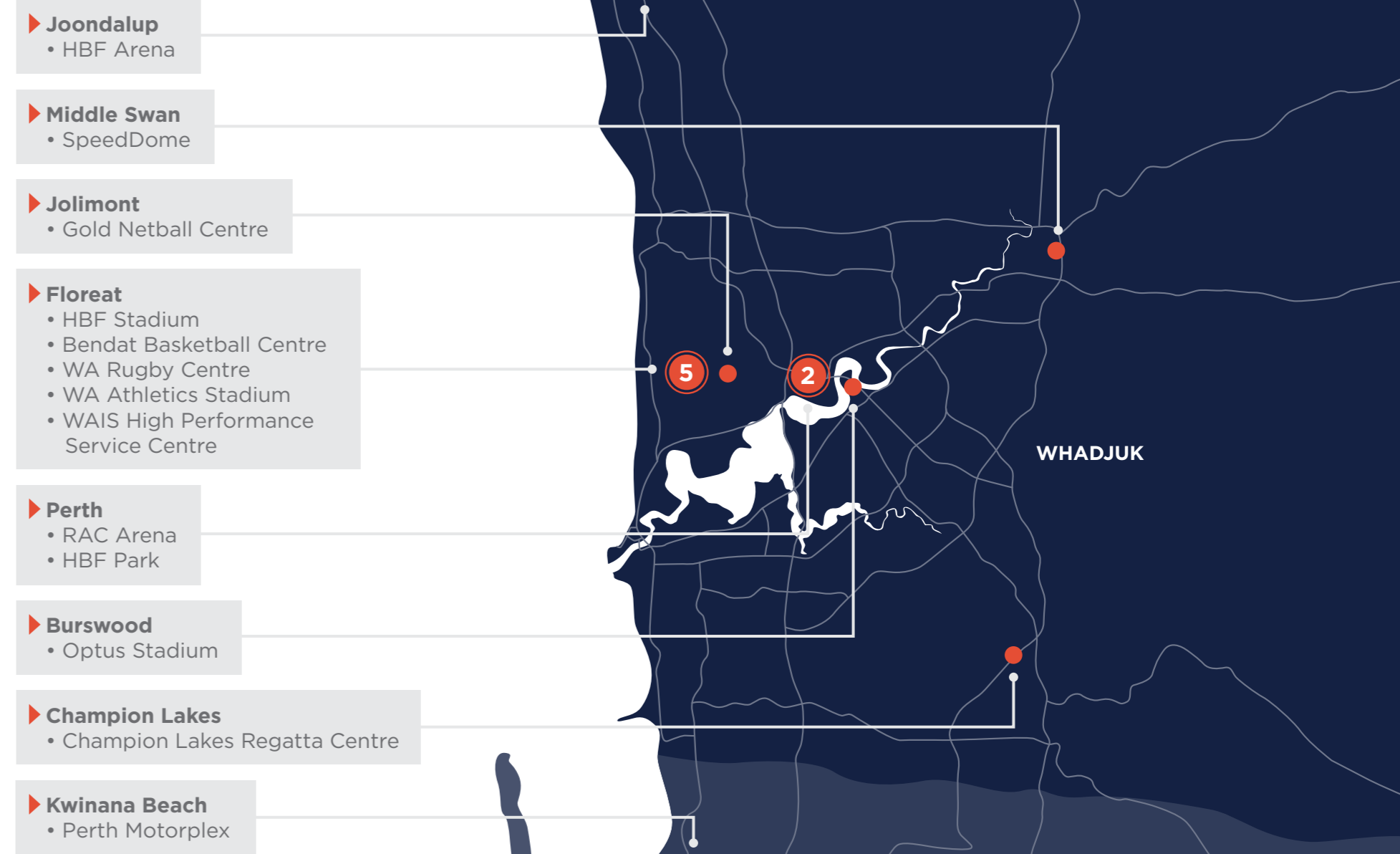
VenuesWest owns and manages major sport and entertainment facilities in Western Australia on behalf of the State Government. VenuesWest's asset portfolio consists of 13 venues valued in excess of \$2 billion, including the 60,000 seat world class Optus Stadium which opened in January 2018. Other venues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

VenuesWest welcomes millions of patrons to our venues each year, 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 250 permanent and 400 active casual staff to service its venues and events. VenuesWest currently has one Aboriginal board member and one permanent Aboriginal employee and strives for greater representation of Aboriginal and Torres Strait Islander peoples 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

Our first formal reconciliation efforts were introduced in our Reflect Reconciliation Action Plan (RAP) in 2019. Since that time we have achieved important outcomes through our commitment towards reconciliation for all Western Australians:

- Building cultural safety through recognition in our venues and workplace
- Introducing a Best Practice Guide to diversity in recruitment
- Partnering with the Royal Life Saving WA Talent Pool Program to provide training, certification and employment opportunities to Aboriginal and Torres Strait Islander peoples
- Engaging an Aboriginal Brand Ambassador – Alicia Janz (AFLW)
- Establishing an Aboriginal School-Based Traineeship Program with ongoing training and employment opportunities

- Recognition of National Reconciliation Week and NAIDOC Week activities
- Providing Cultural Awareness Training to all employees
- Commissioned artwork by Jade (JD) Penangke, a Whadjuk/Balladong Noongar woman, building recognition and respect
- Awarding procurement outcomes with Aboriginal suppliers including several small contracts and two contracts over \$50k
- Aboriginal Price Preference Guide developed and implemented for all tenderers where the contract is over \$50k.

Perhaps the most encouraging outcome was the willingness and dedication of our broader workforce to support our reconciliation efforts, showing how we can each play a role in contributing to reconciliation for the benefit of all Western Australians.

To our employees, partners, stakeholders and reconciliation working group members, thank you for your support.

In developing this Innovate RAP, we strengthen our commitment to create a more inclusive and culturally aware organisation, providing equity, equality and institutional integrity. We will move towards greater unity and historical acceptance for Aboriginal and Torres Strait Islander peoples as employees, customers, and further encourage our partners, stakeholders and the broader community to contribute to reconciliation.

Through our appointed RAP Champion – David Etherton (Chief Executive Officer), the Reconciliation Working Group and reconciliation partners we affirm our ongoing commitment to achieving the actions and targets in our RAP, guided by the Reconciliation Australia framework.

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

- Together We Win
- We Act like Owners
- We Champion Dreams
- We Deliver Safely

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

This Innovate Reconciliation Action Plan is an exciting continuation of VenuesWest’s reconciliation journey. It will guide our continued 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 and events for Western Australia.

Reconciliation Australia’s RAP framework has guided us in the development of this practical plan of action built on relationships, respect and opportunities.

As a clear commitment to our continuing 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.





RECONCILIATION WORKING GROUP

The Reconciliation Working Group are responsible for completion of the actions outlined in this RAP. The RAP Working Group includes the Director Corporate Services, Senior People and Culture Consultant, Manager Corporate Communications and Engagement, General Manager Commercial, Customer Service Coordinator, Programs & Sports Coordinator, and Project Manager Capital Works. We are also fortunate to have Donna Oxenham of the VenuesWest Board 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 in the development of our RAP.

The Working Group will feature other external guests and Aboriginal and Torres Strait Islander representation as we evolve our reconciliation efforts.

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.

We are excited to move forward in our reconciliation journey through the commitments that we have made in this Innovate RAP.

Aboriginal Community Representatives

Donna Oxenham (VenuesWest Board)

Working Group Chairperson

Diane Mistic (Acting Director Corporate Services)

Employee Working Group Members

Charlotta Byrne

Charmaine Douglas

Leigh Dunbar

Erin Gallagher

Hayley Garlett

Doug Hamilton

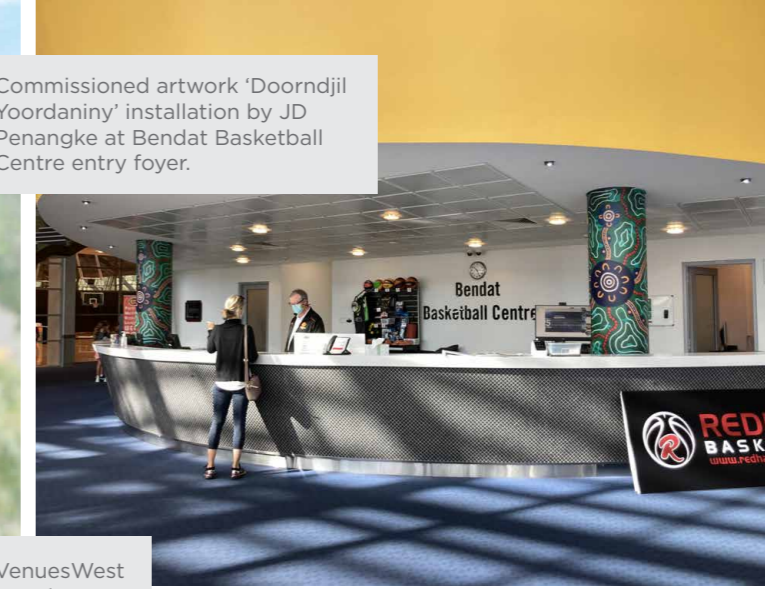
Emily Jones

Elise Loubon

Douw Maritz

Sarita Norton

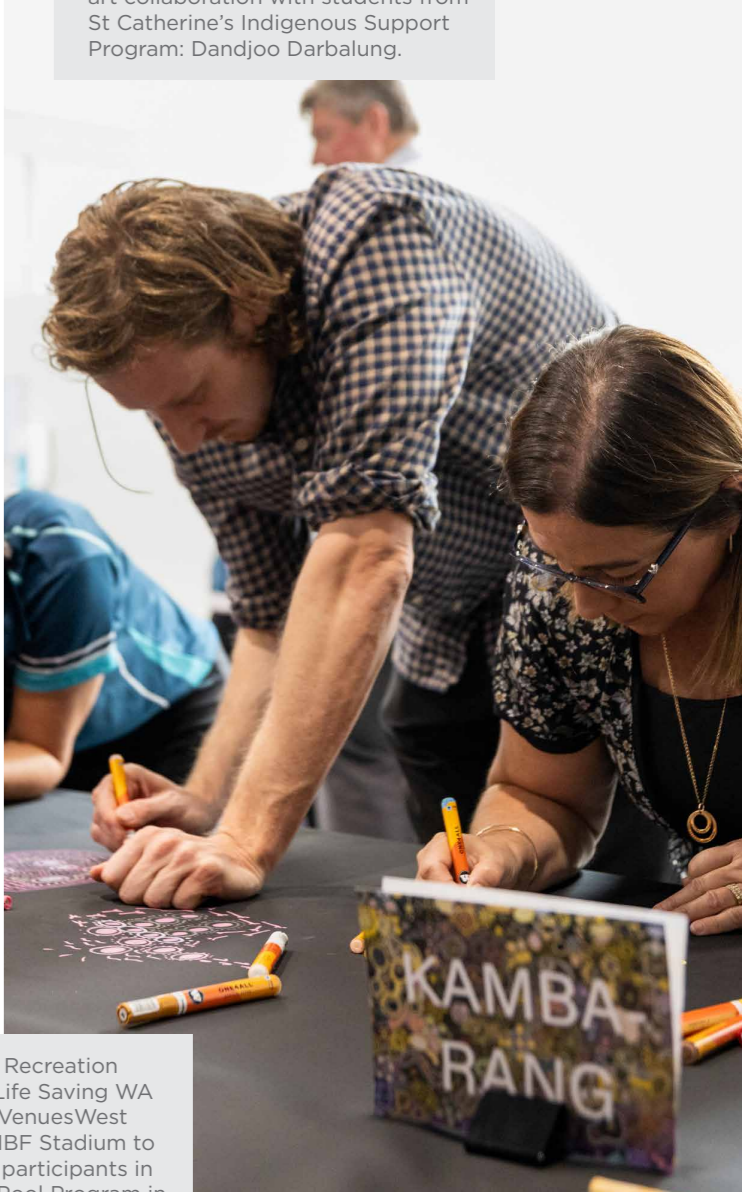
Sylvia Potalivo



Commissioned artwork 'Doorndjil Yoordaniy' installation by JD Penangke at Bendat Basketball Centre entry foyer.



2019/2020 VenuesWest Brand Ambassador Alicia Janz.



VenuesWest staff participating in art collaboration with students from St Catherine's Indigenous Support Program: Dandjoo Darbalung.

2017-2021 Minister for Sport and Recreation WA, Hon. Michael Murray, Royal Life Saving WA General Manager, Greg Tate and VenuesWest CEO, David Etherton attending HBF Stadium to congratulate new graduates and participants in the Royal Life Saving WA Talent Pool Program in partnership with VenuesWest.

RELATIONSHIPS

VenuesWest recognises that building sustainable relationships is the foundation for fostering connection with our community and to the reconciliation process. With over 4 million patrons attending our 13 venues each year through our events; fitness and aquatics activities; and sporting and children's programs; connection with community allows us a better understanding of their needs and enhances both their experiences and our organisational outcomes.

Focus Area: We strive to strengthen connections with existing Aboriginal and Torres Strait Islander partners and to develop new relationships so that we may continue to learn from them, hear their voices and be guided by their expertise toward our common goal of reaching greater reconciliation within all our community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Established a relationship with Reconciliation WA to identify opportunities in preparation to implement the Innovate RAP. 	April 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	April 2023	Manager Corporate Communications and Engagement
	<ul style="list-style-type: none"> Establish relationships with Aboriginal and Torres Strait Islander recruitment providers. 	May 2023	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Ensure opportunities are provided to Aboriginal and Torres Strait Islander charities to participate in our Community Partners program. 	May 2023	Manager Corporate Communications and Engagement
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	June 2023	RAP Working Group Chair
	Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Promote our involvement in NRW internally, and through social media and other channels in support of reconciliation. 	April 2022, 2023
<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 		27 May - 3 June 2022, 2023	RAP Working Group Chair
<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 		27 May - 3 June 2022, 2023	RAP Working Group Chair
<ul style="list-style-type: none"> Organise at least one NRW event each year. 		27 May - 3 June 2022, 2023	General Manager Commercial
<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 		May 2022, 2023	Senior People and Culture Consultant
<ul style="list-style-type: none"> Provide opportunities for employees, working group members, Executive and Senior Management Team to participate in the Aboriginal Cultural Tour of Optus Stadium. 		June 2022 - March 2024	Senior People and Culture Consultant

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop a communication plan to provide information to staff on Aboriginal and Torres Strait Islander cultures, stories, histories, knowledge, rights and events through the VenuesWest SharePoint site. 	June 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	June 2022	Manager Corporate Communications and Engagement
	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	July 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Highlight reconciliation at two CEO forums annually and at stakeholder breakfast. 	July 2022 January 2023 July 2023 January 2024	Manager Corporate Communications and Engagement
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	December 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Collaborate with other like-minded organisations to develop ways to advance reconciliation. 	March - December 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Showcase commitment to reconciliation through digital signage and artwork in our venues. 	December 2022	Manager Corporate Communications and Engagement
	<ul style="list-style-type: none"> Highlight commitment to reconciliation in the Job Descriptions of Executive and Senior Management Team members. 	December 2022	Senior People and Culture Consultant
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2023	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	June 2023	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2023	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	June 2023	Senior People and Culture Consultant



Respect brings with it healthy relationships and workplaces that embrace diversity. VenuesWest acknowledges and respects Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands on which our venues stand. Understanding customs, traditions and histories is vital to engaging and supporting Aboriginal and Torres Strait Islander communities.

Focus area: Our goal is to create culturally safe venues where Aboriginal and Torres Strait Islander staff and visitors feel acknowledged and respected. We seek to further understand the history of the local community and reflect their culture in our venues.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• VenuesWest Board members participate in Cultural Awareness Training following the publication of the Innovate RAP.	June 2022	RAP Working Group Chair
	• All staff complete the mandatory cultural awareness training and be provided with additional opportunities for training throughout the year.	June 2022	Senior People and Culture Consultant
	• Conduct targeted Supervisor training for People Managers with Aboriginal employees as direct reports.	June 2022	Senior People and Culture Consultant
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2023	Senior People and Culture Consultant
	• Conduct a review of cultural learning needs within our organisation.	September 2023	Senior People and Culture Consultant
	• Develop, implement and communicate a cultural learning strategy for our staff.	December 2023	Senior People and Culture Consultant
• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2023	Senior People and Culture Consultant	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	June 2023	Senior People and Culture Consultant
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2023	Senior People and Culture Consultant
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2023	RAP Champion
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. These dates currently coincide with CEO Forums.	July 2022 January 2023 July 2023 January 2024	RAP Working Group Chair
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.	First week in July 2022, 2023	RAP Working Group Chair
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023	Senior People and Culture Consultant
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2022, 2023	Senior People and Culture Consultant

OPPORTUNITIES

We recognise that our position as WA's premier provider of sport and recreation experiences places VenuesWest in a unique position to provide opportunities to local Aboriginal and Torres Strait Islander artists, sportspeople and spectators. Our goal is to provide local Aboriginal and Torres Strait Islander communities with opportunities to perform and undertake sporting activities in a culturally safe environment where the entire community can attend and support their dreams. VenuesWest also recognises that having a workforce that is reflective of our community helps us to build relationships, create diversity and offers sustainable pathways not only for Aboriginal and Torres Strait Islander peoples but also for the wider community. Our goal is to develop strong foundations with Aboriginal and Torres Strait Islander peoples to support increased employment opportunities whilst also supporting the development of our current employees.

Focus area: In both our Innovate Reconciliation Action Plan and Business Plan, a significant focus has been placed on the development and implementation of the VenuesWest Aboriginal and Torres Strait Islander Employment Program with a dedicated effort to the representation of Aboriginal and Torres Strait Islander peoples in our workforce.

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"> In consultation with Aboriginal and Torres Strait Islander employees and stakeholders, establish an Aboriginal and Torres Strait Islander Employment Program in line with the Public Sector Commission's Aboriginal and Torres Strait Islander People Action Plan 2020 - 2025. 	April 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	April 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Establish a budget to support the implementation and continuation of the Aboriginal and Torres Strait Islander Employment Program. 	April 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	June 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	June 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	July 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	July 2022	Senior People and Culture Consultant
	<ul style="list-style-type: none"> Continue the Aboriginal and Torres Strait Islander Traineeship Program in partnership with ATC Work Smart. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	January 2023 March 2024	Senior People and Culture Consultant Senior People and Culture Consultant

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	April 2022	Contracts Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	April 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2022	Contracts Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2022	Contracts Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	June 2022	Contracts Manager
	<ul style="list-style-type: none"> Actively seek to procure goods and services through Aboriginal owned businesses to achieve 3% of total procurement. 	June 2022	Contracts Manager
	<ul style="list-style-type: none"> Promote the Aboriginal Price Preference Guide, opportunities for procurement and the use of Supply Nation annually. 	June 2022	Contracts Manager
Increase participation of Aboriginal and Torres Strait Islander peoples in events at our venues.	<ul style="list-style-type: none"> Investigate the barriers to Aboriginal and Torres Strait Islander peoples in attending events at our venues. 	May 2022	General Manager Commercial
	<ul style="list-style-type: none"> Develop relationships with local Aboriginal and Torres Strait Islander performing artists and/or sporting teams/companies to provide opportunities for events to be held at our venues. 	May 2022	General Manager Commercial
	<ul style="list-style-type: none"> Engage with Reconciliation WA to explore participation or hosting a major sporting or performance event to highlight Aboriginal and Torres Strait Islander culture and achievements. 	May 2022	General Manager Commercial

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	March 2022	RAP Working Group Chair
	• Establish and apply a Terms of Reference for the RWG.	March 2022	RAP Working Group Chair
	• Meet at least four times per year to drive and monitor RAP implementation. (Schedule is bi-monthly)	January, March, May, July, September, November 2022, 2023	RAP Working Group Chair
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2022	RAP Working Group Chair
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2022	RAP Working Group Chair
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2022	RAP Working Group Chair
	• Establish a RAP budget through the annual budgeting process.	March 2022, 2023	RAP Working Group Chair
	• Appoint and maintain an internal RAP Champion from senior management.	March 2022	RAP Working Group Chair
	• Include at least one member from Executive and one member from senior management in the RAP WG to act as Reconciliation Champions.	March 2022	RAP Working Group Chair
	• Ensure Reconciliation activities and commitments are reflected in the Business Plan and delegated to the appropriate work area.	June 2022, 2023	RAP Working Group Chair
• Project Manage reconciliation activities and progress with progress tracking on a quarterly basis.	March, June, September, December 2022, 2023, March 2024	RAP Working Group Chair	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2022, 2023	RAP Working Group Chair
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022, 2023	RAP Working Group Chair
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	RAP Working Group Chair
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2022, 2023	RAP Working Group Chair
	• Publicly report our RAP achievements, challenges and learnings, annually.	July 2023, 2024	RAP Working Group Chair
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Working Group Chair
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	RAP Working Group Chair

ABOUT THE ARTWORK

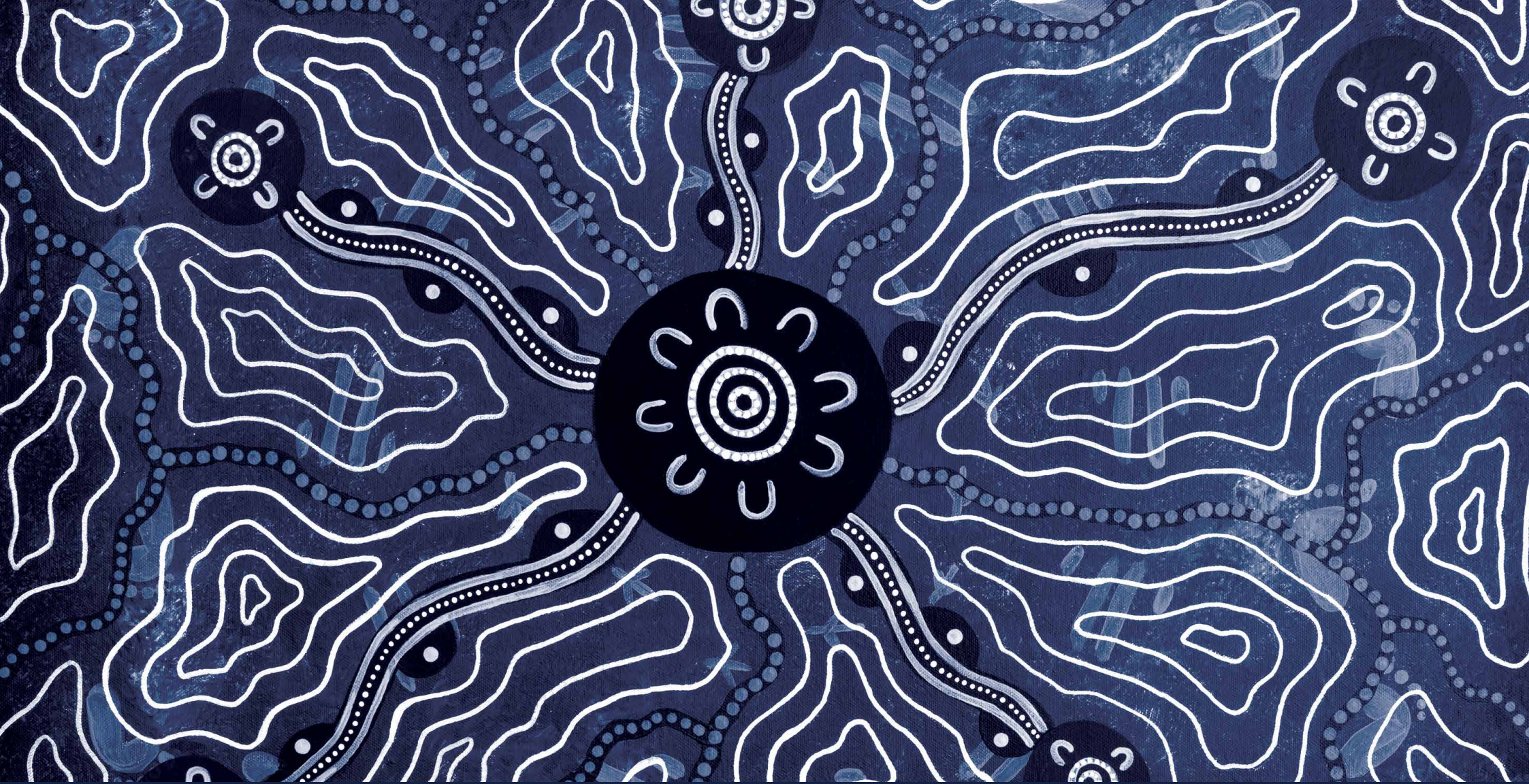
The concept of 'bringing people together' is the main focus of this design. Centred is a large gathering place with a number of smaller gatherings around it representing the community and their journeys to attend events from all over Western Australia. Gathering places are painted blue to represent VenuesWest.

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.



▶ 'Doorndjil Yoordaniny'
by **Jade (JD) Penangke**.

This artwork has been named 'Doorndjil Yoordaniny' by Mr Kim Collard, a representative of the Balladong/Wilmen clans. 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.



CONTACT

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