



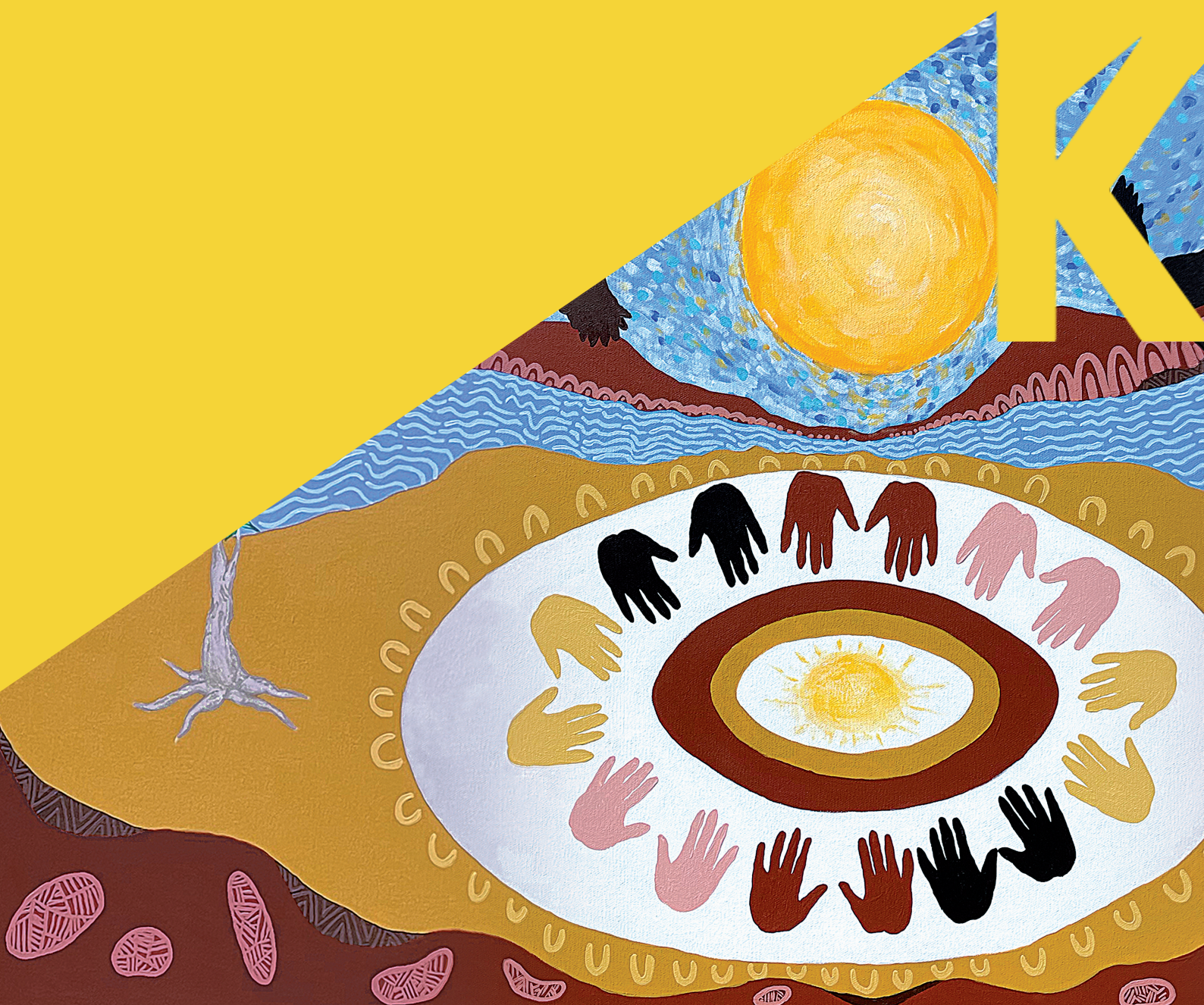
RECONCILIATION
ACTION PLAN
REFLECT



KARDINIA PARK
STADIUM TRUST

RECONCILIATION ACTION PLAN

January 2021 - January 2022



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Painting title: Mirriyu (means light of the sun), Murrun (alive), Kuinmatj (one)

ARTIST STATEMENT

In my painting Mirriyu Murrun Kuinmatj, I have conveyed how Kardinia Park stadium is a place of respect, relationships and opportunities for all people to come and be connected through their love of sport, our country we all live on and the beautiful landscape that my ancestors walked of Djillong (Geelong).

The joined hands reflect many colours of skin including all people of different backgrounds and cultures, bridging the gap towards reconciliation and shared peace for all. Knowledge of other people's stories is a powerful tool for acceptance, empathy, change and growth.

Another main focus of my artwork tells the birthing tree and scar tree stories and how Wadawurrung people have evolved and survived, before and after colonisation. The old symbols find new life, connecting to the contemporary ones, further connecting us all to this Country we all call home. The sun is a beacon of hope, guiding us home and to a place of feeling warm, welcomed and strong. The Barwon River gives us life through water and its connection to us for survival. Kardinia Park sits proudly in Djillong and is for all to enjoy.



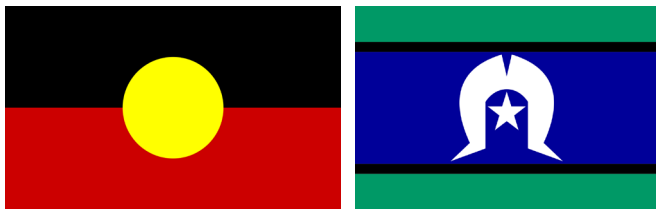
ABOUT THE ARTIST

My name is Deanne Gilson and I am a proud Wadawurrung woman living on my ancestral Country of Ballarat in Victoria.

My practice aims to highlight and bring back traditional women's symbols and ceremonial practices that reference the lived experience of my ancestors. By reviving traditional marks found on artefacts and women's business, I am forming links with past ancestral knowledge so that it is not lost and continues for the future generations. My art practice relies heavily on the use of symbols and form as a metaphor for the body.

I have worked as a full-time artist for over thirty-five years within a multi-media approach working across painting, sculptural installations, drawing, digital collage photography, fashion and fabric design.

ACKNOWLEDGEMENT OF COUNTRY



We acknowledge the Wadawurrung people of the Kulin nations, the Traditional Owners of the land on which we are gathered today. We pay our respects to the local people for allowing us to have our gathering on their land and to their Elders: past, present and future.

MESSAGE FROM OUR CHIEF EXECUTIVE



On behalf of the Kardinia Park Stadium Trust and the Victorian State Government, we are proud to present our inaugural Reconciliation Action Plan (RAP) 2021 – 2022. This RAP will lay the foundations and support our continuing work with Wadawurrung and the Traditional Owners. We are particularly proud of the fact we have lead the way amongst the Victorian State Government Sporting Trusts.

As a Statutory Authority of the State Government, the Kardinia Park Stadium Trust (KPST) supports the respectful recognition of Aboriginal and Torres Strait Islander ownership and land stewardship at this iconic landmark of Geelong. Kardinia Park is on the Traditional lands of the Wadawurrung People.

The name “Kardinia” is derived from a word in the local Wadawurrung language that means ‘morning’ or ‘new beginning’.

This Reflect RAP celebrates our Traditional Owners’ cultures, histories, knowledge, and rights. It provides Kardinia Park Stadium Trust with the framework to develop our ‘new beginning’. This includes understanding the Traditional Owners’ histories on this land while developing crucial relationships, respect for culture and further opportunities to grow our connections.

This is the first step of many for Kardinia Park Stadium Trust in the commencement of thorough learning that is crucial for the reconciliation journey. All of us, Trustees and staff together, undertake to role model the behaviour we wish to see more broadly in our community regarding how Aboriginal and Torres Strait Islander peoples are treated and respected. The Trust will embrace working with other like-minded regional organisations who are undertaking their RAP journey to support our Wadawurrung people.

Thank you to all who worked on this plan to support this Reconciliation vision coming to life. We move forward acknowledging the opportunities that will present themselves as we action this plan.

Gerard Griffin
Chief Executive, Kardinia Park Stadium Trust



FOREWORD BY CORRINA ECCLES

**Matnyoo Wadawurrung dja, weeya bengadak
maeewan ngarrimilli gayoopyanyoon - goopma**

This is Wadawurrung Country, where we have longed danced and gathered.

Firstly, we would like to Acknowledge all Wadawurrung Traditional Owners, our Ancestors and pay respect to our Elders past, present and emerging.

Wadawurrung Traditional Owners Aboriginal Corporation was appointed in May 2009 as a Registered Aboriginal Party under the Victorian Aboriginal Heritage Act 2006. The Corporation represents Wadawurrung Traditional Owners.

Our connection to Culture and Country continues to provide us with the obligation, responsibilities, and strength to care, connect, practice and pass on tens of thousands of years of knowledge, as Wadawurrung People to continue caring for our Country, Wadawurrung Country.

We are connected to our land, our skies, our waterways, our saltwater coast Country.

In 2020 we released “Paleert Tjarra Dja” Let’s make Country good together, our Wadawurrung Country plan. A 10-year vision, 2020-2030 of the aspirations and goals of Wadawurrung People.

The plan provides guidance for all stakeholders to embed into their responsibilities, Governance, and strategic planning to strengthen their relationships with Wadawurrung Traditional Owners Aboriginal Corporation.

Wadawurrung people are committed to working together with key stakeholders like Kardinia Park Stadium Trust to ensure we have strong partnerships, engagement, and collaboration to achieve our aspirations and goals, to see recognition and respect of Wadawurrung people and to embed the stories of place, language, Cultural values and history into the Stadium.

Wadawurrung People gathered on the lands where Kardinia Park is located, many big gatherings were held over thousands of years right here, close to the Barwon River and wetlands. A place we see the Sunrise, and look across Country and see Wurdi youang, our big mountains now known as the You Yang’s.

Today many big gatherings of people coming together continue to take place at Kardinia Park thousands of years on.

We look forward to continuing our partnership with Kardinia Park Stadium Trust with the endorsement of the Reconciliation Action plan.

Corrina Eccles

Traditional Owner, Wadawurrung Country

OUR BUSINESS

KARDINIA PARK STADIUM TRUST

The name “Kardinia” is derived from a word in the local Wadawurrung language that means ‘morning’ or ‘new beginning’. Kardinia Park is on the Traditional lands of the Wadawurrung People.

The Kardinia Park Stadium Trust (KPST) is a statutory authority established under the Kardinia Park Stadium Act, 2016. The Trust has been established to administer, promote and manage the Kardinia Park Stadium Trust Land, with an overarching objective of contributing to the economic, community and liveability benefits to Geelong, that arise from the use of GMHBA Stadium.

Hosting over 90 events and welcoming over 400,000 people per year, the Stadium is a true multi-purpose venue. A home of inclusive experiences through a unique blend of professional and community events.

The Kardinia Park Precinct is an icon of Geelong, steeped in history and due to the Stadium’s iconic light towers is visibly present no matter which direction you enter the City from.

The Stadium is a rare asset for a regional city and a source of pride for the community.

The Kardinia Park Stadium Trust employs 16 full time employees, one part time employee and just over 30 casual employees.

We also work with third party providers to staff security, customer service and other event day roles at the stadium. During these times, the staff and contractors numbers swell by up to 400. The Kardinia Park Stadium Trust currently has no employees that identify as Aboriginal or Torres Strait Islander people.

Our Vision is to be Australia’s best regional stadium therefore the immediate geographic reach of the stadium would be classified as regional Victoria. The Trust is located within the unique collective called G21 where five local municipalities work in harmony on shared goals and objectives. The G21 catchment includes Borough of Queenscliffe, Golden Plains Shire, City of Greater Geelong, Surf Coast Shire and Colac Otway Shire.

Events and functions held on Kardinia Park Stadium Trust land are however, often of state and national significance such as AFL football, BBL Cricket and A-League Soccer. The stadium has also hosted events of international significance such as International T20 Cricket Australia vs Sri Lanka, AFC Asian Championships and International Soccer, Australian Matildas vs China. We look forward hosting ICC World Cup matches in 2022.



OUR RAP

As the current managers of the stadium, we have a responsibility to pay respect to, and honour the Wadawurrung Traditional Owners of the land on which it sits.

Internally, we have commenced engagement with Wadawurrung Traditional Owners Aboriginal Corporation, as the appointed Registered Aboriginal Party under the Victorian Aboriginal Heritage Act 2006, to ensure that certain activities and protocols are implemented within the Trust.

We not only believe it is our ethical duty to develop a Reconciliation Action Plan (RAP) and foster connection between the Wadawurrung Traditional Owners, our workplace and our community – it is also a privilege. Our RAP will be championed both internally and externally by the General Manager of Stakeholders, Marketing and Communications. As a leader and key communicator within our organisation, this role is a good fit for the promotion of the RAP to our staff and beyond.

GMHBA stadium sits within Kardinia Park which has always been a place of gathering. It is significant for our city and our region. Through the RAP and the genuine connections it will create, we will learn more about the Wadawurrung Traditional Owners' cultures, Country and their local stories, and the Aboriginal community members.

We hope to leave a legacy that lives well beyond the life span of the Trust. Our legacy would be that this significant icon of our city is renowned for being a place of celebration, inclusion and respect for Wadawurrung Traditional Owners and Aboriginal and Torres Strait Islander people.

The RAP process and the relationships that will be fostered, will provide a development opportunity for all our staff and partners. Education and development of our people is key to the success of our RAP. This education will include cultural learning and training, including immersive experiences, on-line training and the sharing of resources. We want our staff to become advocates for the RAP program and take carriage of the plan throughout all departments/teams.

We are committed to approaching the RAP in a collaborative way, working with our neighbours, customers, fans, contractors and partners - some of whom are on their own reconciliation journey. It is anticipated that our RAP will support and harmonise with the existing activities our partners are undertaking including the Geelong Football Club. We will also work closely with other stakeholders who hire or utilise the stadium for minor and major events. When guiding our stakeholders through the processes to activate the stadium, we will take a leadership role in educating these third parties as to appropriate and respectful practices.

The Kardinia Park Stadium Trust was established in 2016 and this is our first undertaking of a RAP. We have engaged with the Traditional Owners from our region and we look forward to formalising the RAP to nurture these relationships further. As a statutory authority of the State Government we have the full support of our CEO and the Trust to commence and implement our Reflect RAP. KPST are particularly proud of the fact we have lead the way amongst the Victorian State Government Sporting Trusts and we look forward to the other Trusts also developing their RAP's. This is good result for our industry and the community more broadly.

The Trust looks to our corporate and government friends who have showed great leadership regarding reconciliation. We seek to learn from their experiences and gain inspiration by their activities. Organisations such as the Geelong Football Club, Worksafe, Barwon Water and Barwon Health have led the way for our region. Through their reconciliation journey the Geelong Football Club have shown great community leadership through the Djilang match day where the community comes together to celebrate Aboriginal and Torres Strait Islander cultures and the contribution of Aboriginal and Torres Strait Islander people to the game of AFL football. The Geelong Football Clubs' Djilang program has been supported by the Kardinia Park Stadium Trust through the provision of space to create the Djilang Indigenous Garden. The Trust also provides the upkeep and maintenance of the garden. Located at the 'front door' of the stadium, the garden tells the stories of young Aboriginal people and their connection to this land. We are proud of the way our organisations work together and will continue to do so.

We are excited to join fellow organisations Geelong Arts Centre and City of Greater Geelong who have both recently completed their first RAP. We will look to connect with these organisations, share experiences and learnings together.

Finally, our Trustees have also played a very big role in bringing us to the beginning of this journey. Our board is made up of industry leaders, change makers, motivators and community service experts. They are all supportive of our approach towards the RAP and will continue to support our endeavours going forward.

OUR PARTNERSHIPS/CURRENT ACTIVITIES

In 2020, the Trust was invited to participate in the Geelong Football Club Djilang program as a community partner. This year we have been invited to take part in the overarching program and in previous years we have been involved in projects such as special events and the Djilang Garden located at the stadium. The Djilang program partners include Wadawurrung Traditional Owners Aboriginal Corporation, Barwon Water, Iluka Designs, Wathaurong Kids Club, Strong Brother Strong Sister, Geelong Arts Centre and the NIKERI Institute. The Djilang program allows for our community to learn about shared histories, cultures and achievements of Aboriginal people.

We are particularly excited to work with the partners in the Djilang program to create a permanent art installation at the stadium which tells a significant cultural story of the Wadawurrung people and the land that the stadium sits on, which is located close to the Barwon River.

Welcome to Country ceremonies are booked through the Wadawurrung Traditional Owners Aboriginal Corporation for events managed by the Trust and Acknowledgement of Traditional Owners is standard practice at the commencement of meetings and gatherings. An internal policy regarding Welcome to Country and Acknowledgment of Country has recently been developed.

In 2019 the Trust developed a Diversity and Inclusion Strategy which recommended developing a RAP. Now in its second year, the Diversity and Inclusion Strategy is currently being embedded into a broader Ethical Framework for the stadium. Whilst the Stakeholder, Marketing and Communications department are the drivers of the Ethical Framework, it is a business-wide responsibility.

On National Sorry Day 2020 we developed an internal policy regarding flag protocols for a non-event day. Within the current flagpole infrastructure, we now display the National Australian flag, Victorian State flag and Aboriginal flag in appropriate order and manner, before the final flag which is the Kardinia Park Stadium Trust flag. KPST looks forward to future infrastructure to display the Torres Strait Islander flag in addition to our current flags.

Several team members from the Trust have instigated introductory meetings with Wadawurrung Traditional Owners, in particular seeking Wadawurrung Traditional Owners advice regarding best way to engage on the Kardinia Park Masterplan project and Sports House (community facility) Strategy. To date, both of those projects didn't progress, however the meetings certainly provided valuable insights and prepared us for appropriate engagement in the future.

And finally, the Trust runs a large annual community event called Festival of Sport. The purpose of this event is to celebrate healthy communities by engaging sport and recreation organisations. Wadawurrung Traditional Owners Aboriginal Corporation and Wathaurong Aboriginal Co-operative were invited to participate in the Festival of Sport. Unfortunately, this event is not proceeding in 2020 due to COVID-19 pandemic.





RAP ACTIONS RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal stakeholders and organisations within our local area or sphere of influence. 	January 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	February 2021	Community Engagement Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May-3 June 2021	GM Stakeholders Marketing and Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2021	GM Stakeholders Marketing and Communications
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff, including casuals and third party via diverse methods and mediums. 	January 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	February 2021	GM Stakeholders Marketing and Communications
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey including City of Greater Geelong, AFL, AFL Barwon and Geelong Cats via the Djilang Program, AFL National Kickstart and Next Gen programs. 	February 2021	GM Stakeholders Marketing and Communications
	<ul style="list-style-type: none"> Speak with other stadium tenants to see where they are in their RAP journey. 	March 2021	GM Stakeholders Marketing and Communications
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	March 2021	HR Manager
	<ul style="list-style-type: none"> Conduct review to a) identify existing anti-discrimination provisions and future needs b) create respectful language lens. 	May 2021	HR Manager
5. Seek funding to further support collaborations and relationships.	<ul style="list-style-type: none"> Explore funding streams to foster collaborations and create cultural activities and events at the stadium. 	March 2021	Community Engagement Coordinator



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. 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"> Annually review of KPST Ethical Framework and KPST Diversity and Inclusion Strategy with the purpose of increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	June 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Commit all our organisation to at least one face to face cultural awareness training, on country by Wadawurrung Traditional Owners Aboriginal Corporation. 	June 2021	HR Manager
	<ul style="list-style-type: none"> Explore other RAP organisations in our community regarding successful cultural learning programs. 	April 2021	HR Manager
	<ul style="list-style-type: none"> Engage Wadawurrung Traditional Owners to gather pre-approved cultural stories for inclusion in stadium tours, digital and printed collateral. 	June 2021	Community Engagement Coordinator
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols via written procedure and launch to staff. 	January 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	May 2021	GM Stakeholders Marketing and Communications
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	July 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. Identify at least one event and ensure all staff are given opportunity and aim to remove any barriers to attend. 	July 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Internal and external RAP Working Group members invited to participate in an external NAIDOC Week event. 	First week in July, 2021	GM Stakeholders Marketing and Communications

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Pay respect to Aboriginal and Torres Strait Islander peoples through a significant event.	Explore opportunity at Executive level with the Geelong Cats to re-name the stadium for 2021 or 2022 Indigenous Round (only) to Wadawurrung Stadium.	January 2021	Chief Operating and Commercial Officer
10. Demonstrate respect by creating unique, culturally significant spaces and experiences in the stadium	<ul style="list-style-type: none"> Explore cultural language and naming options for spaces around our stadium – respectful and genuinely inclusive of Wadawurrung Traditional Owners Aboriginal Corporation. 	May 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Work with City of Greater Geelong and Wadawurrung Traditional Owners regarding signage in the surrounding Kardinia Park precinct recognising Wadawurrung People as the Traditional Owners and that 'Kardinia' is a Wadawurrung word. 	May 2021	Community Engagement Coordinator



RAP ACTIONS OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2021	HR Manager
	<ul style="list-style-type: none"> Conduct research and planning for a KPST customer service staff training and employment program – part of the Workforce management and engagement framework. 	February 2021	Event Coordinator – Workforce Management
	<ul style="list-style-type: none"> Learn from stakeholders about the challenges faced by Aboriginal and Torres Strait Islanders seeking employment, barriers to employment and how we can be more equitable. 	July 2021	HR Manager
	<ul style="list-style-type: none"> Research best practise and principles regarding job advertisement language and where to advertise vacancies. 	July 2021	HR Manager
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Collate list of Aboriginal and Torres Strait Islander owned businesses and share with staff via the intranet. Pre-complete supplier forms so it is very easy for all staff to engage these suppliers.	April 2021	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Annual review of KPST Procurement Policy, GROW Compact membership, KPST Diversity + Inclusion Strategy and Statement of Expectations from State Government regarding procurement from Aboriginal and Torres Strait Islander owned businesses. 	June 2021	GM Stakeholders Marketing and Communications
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2021	KPST Accountant



RAP ACTIONS GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Officially form a RWG to govern RAP implementation. 	January 2021	GM Stakeholders Marketing and Communications
	<ul style="list-style-type: none"> Endorse Terms of Reference for the RWG. 	January 2021	Community Engagement Coordinator
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	January 2021	GM Stakeholders Marketing and Communications
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation 	January 2021	GM Stakeholders Marketing and Communications
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	Quarterly reporting on leadership engagement	GM Stakeholders Marketing and Communications
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	January 2021	GM Stakeholders Marketing and Communications
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2021	GM Stakeholders Marketing and Communications
16. Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	October 2021	GM Stakeholders Marketing and Communications



CONTACT DETAILS

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