

Artwork by Douglas K of the Waywurru People

State Sport Centres Trust

Reconciliation Action Plan Reflect

July 2026 — December 2027



RECONCILIATION
ACTION PLAN
REFLECT



STATE
SPORT
CENTRES





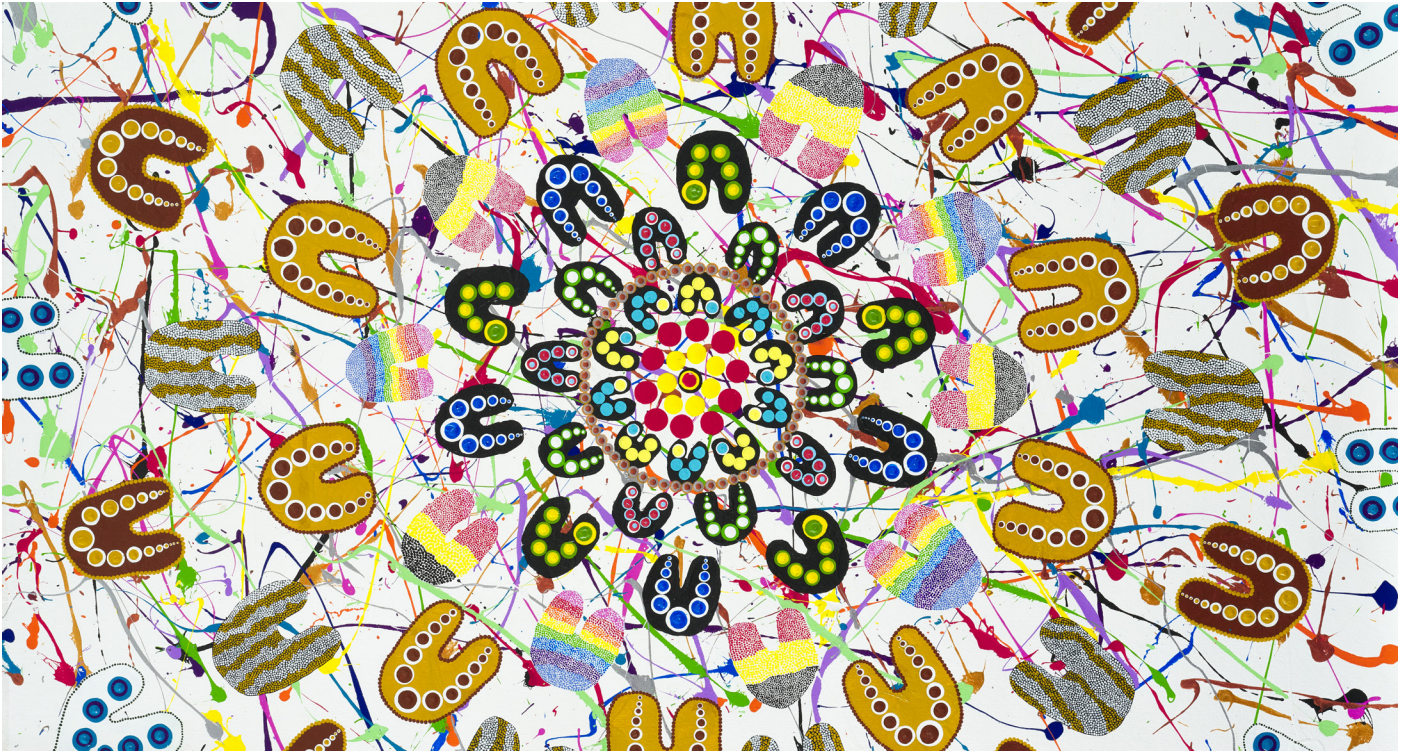
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Acknowledgment of Country

State Sport Centres respectfully acknowledges the Traditional Owners and Custodians of the land on which our venues are located and pay our respects to their Elders past and present.

About The Artwork



‘Strength and Pride’ Douglas K of the Waywurru People

Artist’s statement:

“I done this painting to show the strength we have for each other, and the pride we have for who we want to be and what we want to be. We all stand tall and show our strength and pride to the world. This painting shows all colours of the rainbow with people with all different types of colours, and patterns in a circle going from small to big, to show we all stand side by side no matter who or what

we believe. Standing with strength and pride.”

In selecting this artwork for inclusion in our Reconciliation Action Plan, State Sport Centres partnered with The Torch, a not for profit First Peoples-led arts organisation that provides art, cultural, and arts industry support to First Peoples with lived experience of incarceration in Victoria.



A message from the Reconciliation Australia CEO

Reconciliation Australia welcomes State Sports Centre Trust to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

State Sports Centre Trust joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables State Sports Centre Trust to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations State Sports Centre Trust, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A message from the State Sport Centres Trust CEO

On behalf of the State Sport Centres Trust (SSCT), I'm proud to present our inaugural Reconciliation Action Plan (RAP) 2026-27.

SSCT provides access to world-class sporting and recreational facilities for all Victorians, from elite to community levels. Creating an environment that includes and respects people of all backgrounds, providing everybody with an equal opportunity to visit and make use of the centres, is the core of what we do.

We can only succeed in this regard if we ensure the venues we manage are welcoming and safe places for Aboriginal and Torres Strait Islander people.

This RAP formalises our commitment to the reconciliation movement. That commitment is absolute. Reconciliation isn't a symbolic gesture. While the public commitment is an important component, we believe that reconciliation also requires clear actions that demonstrate our commitment, which this plan delivers.

Although we are relatively close to the start line in our overall reconciliation journey, we are

excited by the journey that is ahead of us.

Our key priorities for our Reflect phase will be reaching out to, listening to and learning from Traditional Owners so that we strengthen our relationships with them, and develop a shared understanding of their culture.

SSCT acknowledges that reconciliation and advancing Aboriginal and Torres Strait Islander peoples' rights isn't a passive activity, and it is not solely the responsibility of First Nations people, who have carried the weight of championing, explaining and acting for far too long.

Our Reflect RAP is an important step on SSCT's reconciliation journey. We look forward to implementing this plan and continuing to build on its foundational commitments in the years to come.

Kate Roffey AM
Chief Executive Officer
State Sport Centres Trust



Our Business: State Sport Centres Trust

The State Sport Centres Trust (SSCT) is a statutory authority of the Victorian Government, established by the State Sports Centres Act 1994. SSCT is responsible for the management and operation of the State Sport Centres, which are:

Melbourne Sports and Aquatic Centre - Albert Park

State Netball and Hockey Centre - Parkville

Lakeside Stadium - Albert Park

Knox Regional Sports Park - Wantirna South

SSCT is also supporting Development Victoria and other agencies to deliver a redevelopment of the Albert Park Pit Building used for the Australian Formula One Grand Prix. Once that redevelopment is complete, SSCT will manage that venue as a community sport hub when it is not in use for the Grand Prix.

SSCT is responsible for maintaining our venues to a world-class standard, helping to attract state, national and international events (not limited to sport) in support of Victoria's visitor economy.

SSCT partners with many State Sporting Associations, National Sporting Organisations and professional teams, in planning for and conducting events, high performance activities

and supporting the needs of individual athletes.

Our venues are also used for a range of community-level sport and recreational events, programs and competitions. At Melbourne Sports and Aquatic Centre, facilities are also available to members and casual users for various fitness pursuits.

SSCT employs approximately 400 people (200 FTE) in a range of operational, customer-facing and support office roles. We do not currently keep data on the number of First Nations employees who identify as Aboriginal and/or Torres Strait Islander people, but will work within this RAP to understand this.

Our venues' status as state-significant venues means that its geographical reach extends beyond greater Melbourne, with visitors coming from far and wide to attend and participate in local, regional, state, national and international sporting events. The operations of SSCT are confined to the boundaries of our venues which has logically guided our engagement with local Aboriginal groups.

SSCT's venues are on the lands of the Bunurong (Melbourne Sports and Aquatic Centre, Lakeside Stadium, Albert Park Pit Building) and Wurundjeri (State Netball and Hockey Centre, Knox Regional Sports Park) peoples.

Our Reconciliation Action Plan

SSCT is committed to establishing an inclusive and culturally safe environment, in which all people can use and access our facilities equally. We believe that formal acknowledgment of First Nations Peoples and their culture, and meaningful engagement with them to strengthen these relationships is an essential part of this commitment. This belief underpins this Reconciliation Action Plan (RAP).

As venue managers, SSCT has a duty to ensure Aboriginal and Torres Strait Islander people visiting our venues feel culturally safe. Consistent with Victoria's Child Safe Standards, we are also committed to establishing a culturally safe environment for Aboriginal children and young people, one in which their diverse and unique identities and experiences are respected and valued. Additionally, we have a responsibility to show respect to the Traditional Owners of the lands on which our venues are situated.

Respect and Safety are among our four organisational values, and both require a concerted effort from our organisation to understand and meet the needs of our stakeholders and venue

users who come from a diverse range of backgrounds, including First Nations Peoples.

This Reflect RAP is SSCT's first official step in its Reconciliation journey and has the full support of our Trust and CEO. Through this process, we have established initial relationships with the Bunurong Land Council Aboriginal Corporation and the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. Under the Victorian Aboriginal Heritage Act 2006, these organisations are the Registered Aboriginal Parties for the land on which our venues are located. We look forward to continuing to strengthen these relationships going forward.

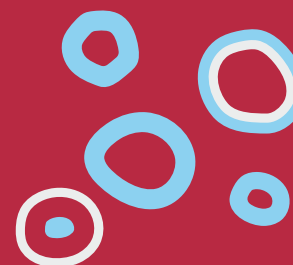
Our planning process has involved forming an internal working group, led by the General Manager Corporate and Governance as the SSCT's designated RAP Champion. The working group draws on the experience, ideas and connections of staff members and drawing inspiration from RAPs of other organisations within the Victorian public sector, sports industry and beyond. This process helped to gain insights about how to develop a successful, meaningful and actionable RAP that aligns

with the objectives of SSCT, Reconciliation Australia and local Traditional Owners.

SSCT is approaching its RAP process as a profound opportunity to strengthen the way our organisation engages with First Nations communities. It also presents an opportunity to engage with other organisations in our sphere of influence, such as state and national sporting organisations, to collaborate or support strategies to advance reconciliation.

We acknowledge that reconciliation is an ongoing process of meaningful and honest conversations, review of our practices and education about First Nations Peoples' culture. Success of this plan is therefore reliant on the continual commitment of SSCT and its people.

We are looking forward to putting this plan into action and experiencing the mutual benefits for SSCT, its stakeholders and First Nations people.



Our Partnerships and Current Activities

SSCT has undertaken small but meaningful steps to show respect to First Nations people and cultures at our venues.

Our organisation recognises National Reconciliation Week and NAIDOC Week each year.

This occurs through a range of methods, including displays of promotional material and messages on digital screens in staff and public areas, use of posters around venues, email signatures, and staff events. These initiatives highlight the importance of respect towards First Nations people for our organisation and advance this concept as a priority to team members.

SSCT has drafted Acknowledgment of Country guidelines for use by employees, based on resources from the Victorian Government's First Peoples – State Relations group. We encourage our people to give an Acknowledgment of Country before larger meetings or other formal gatherings.

Our venues also proudly display the Aboriginal and Torres Strait

Islander flags alongside the Australian flag year-round.

SSCT also facilitates First Nations programs delivered by our tenants and sports partners, and provide venues and event support to help facilitate these programs.

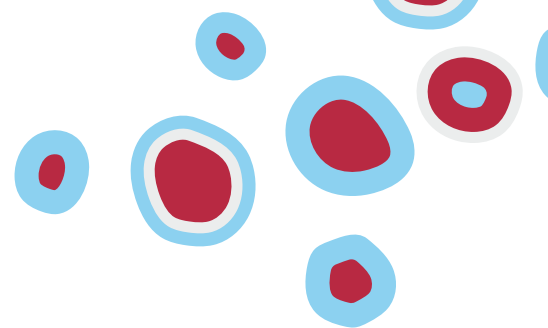
One such example is hosting the Victorian Netball League First Nations Round at the State Netball and Hockey Centre each year; an event which recognises the contribution of First Nations Peoples make to netball in Victoria, and symbolic of Netball Victoria's commitment to its own journey of reconciliation.

SSCT also regularly hosts events by the Koorie Academy at State Basketball Centre. The Koorie Academy is a non-profit organisation that runs basketball clinics across Melbourne, providing opportunities for First Nations people to participate and compete in sport. Its clinics also incorporate cultural activities that enable participants to learn about their culture and identity.





Rap Actions Relationships



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial, enduring and meaningful relationships with First Nations stakeholders and organisations.	Strengthen relationships with the Registered Aboriginal Parties for the lands on which our venues are located: Bunurong Land Council Aboriginal Corporation and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation (including through periodic meetings with both organisations)	December 2027	Lead: General Manager Corporate and Governance Support: General Manager, Venues
	Identify and explore engagement opportunities with First Nations stakeholders and organisations within our sphere of influence, including First Nations sporting bodies.	December 2027	Lead: General Manager Corporate and Governance Support: General Manager, Venues
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	December 2027	General Manager Corporate and Governance
Display respect and build meaningful relationships through celebrating National Reconciliation Week.	Promote Reconciliation Australia's National Reconciliation Week resources to employees.	May 2027	Communications Business Partner
	RAP Working Group members to participate in an external NRW event, and encourage wider employee participation.	27 May — 3 June, 2027 (Annually)	Talent and Engagement Business Partner
	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, 2027	General Manager Corporate and Governance
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to employees, patrons and sports partners.	August 2026	CEO
	Identify opportunities to collaborate with sports partners and tenants on our reconciliation journey.	December 2027	General Manage, Venues
	Explore other collaboration opportunities for our reconciliation journey with like-minded organisations.	December 2027	General Manager Corporate and Governance
Promote positive relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination and incorporate within relevant SCT policies.	March 2027	Manager, Compliance and Risk
	Review of applicable People and Culture policies and procedures to identify existing and address gaps in anti-discrimination provisions, and future needs.	October 2026	People and Culture, Policy Partner



Rap Actions

Respect

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2026	Organisational Development Business Partner
	Obtain approval and budget commitment to support cultural learning which will include dedicated training and structured employee discussions.	NAIDOC Week (4-11 July 2027)	Organisational Development Business Partner
Demonstrate respect to First Nations Peoples by observing cultural protocols.	In partnership with the Bunurong and Wurundjeri peoples, develop an understanding of their cultural practices and how we may appropriately share and correctly adopt these protocols.	December 2026	Lead: General Manager Corporate and Governance Support: Communications Business Partner
	Increase employee understanding of the purpose and significance of cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	December 2026	Communications Business Partner
	Publicly promote our commitment to reconciliation, such as with Acknowledgment of Country and, where appropriate, Welcome to Country ceremonies in our venues	September 2026	Communications Business Partner
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Delivery of presentations from Traditional Owners to raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	July (Annually)	Communications Business Partner
	Promote external NAIDOC events in our local area to employees	July (Annually)	Communications Business Partner
	RAP Working Group to participate in an external NAIDOC Week event.	First Week in July (Annually)	General Manager Corporate and Governance



Rap Actions Opportunities



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing First Nations Peoples recruitment, retention and professional development..	Explore opportunities for First Nations Peoples recruitment and employment within our organisation, including costs associated with developing and advertising roles, and by identifying and removing any barriers to employment.	April 2027	Talent & Engagement Business Partner
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2026	Talent & Engagement Business Partner
	Build understanding of current First Nations Peoples staffing to inform future employment and professional development opportunities.	April 2027	Talent & Engagement Business Partner
	Explore ways to assess the level of cultural safety in your organisation.	April 2027	Manager People Partnering & Support
	Establish a way in which Aboriginal and/or Torres Strait Islander people may optionally self-identify as part of the onboarding process.	September 2026	People Systems Specialist
Explore opportunities to increase First Nations supplier diversity to support improved economic and social outcomes.	Explore opportunities to increase procurement from First Nations Peoples-owned businesses.	December 2026	Procurement Business Partner
	Investigate procurement opportunities provided by Supply Nation and the Kinaway Chamber of Commerce.	December 2026	Procurement Business Partner



Rap Actions Governance

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Review and update the membership and terms of reference of the RAP Working Group to focus on governance and oversight of RAP implementation.	September 2026	General Manager Corporate and Governance
	Assess opportunities for increasing First Nations Peoples representation on the RAP Working Group.	September 2026	General Manager Corporate and Governance
Provide appropriate support for effective implementation of RAP commitments.	Provide support to a senior leader to effectively champion our RAP internally.	July 2026 (ongoing)	CEO
	Define resource needs for RAP implementation.	September 2026	General Manager Corporate and Governance
	Engage senior leaders in the delivery of RAP commitments.	September 2026	General Manager Corporate and Governance
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2026	General Manager Corporate and Governance
Build accountability and transparency through reporting RAP achievements, challenges and lessons 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 (annually)	Office Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August (annually)	Office Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September (annually)	General Manager Corporate and Governance
	Communicate our RAP progress to internal and external stakeholders.	Quarterly from July 2026	Communications Business Partner
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2027	Office Manager





Contact Info:

Ian Campbell-Fraser

General Manager Corporate
and Governance

Phone: 03 9926 1337

Email: ianc@ssct.com.au

