



RECONCILIATION
ACTION PLAN

INNOVATE



belgraveleisure

INNOVATE RECONCILIATION ACTION PLAN

November 2024 - November 2026



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WE ACKNOWLEDGE, **WE SUPPORT**

Belgravia Leisure respectfully acknowledge and recognise Aboriginal and Torres Strait Islander peoples as Traditional Custodians of Country and pays respect to their cultures and Elders past and present.

Belgravia Leisure proudly welcome, support and include all people into the facilities, programs, services and employment it offers to communities across Australia and New Zealand.





Cover Artwork by Lacey Faulkner, a Yankuntjatjara woman on Narungga land

About the artist & artwork:

The large meeting place in the centre represents the company of Belgravia, their staff, members and community members that access their facilities.

The medium sized meeting place in the bottom left represents Belgravia's venues in metropolitan areas and the other medium sized meeting place in the top right corner represents Belgravia's venues in country areas.

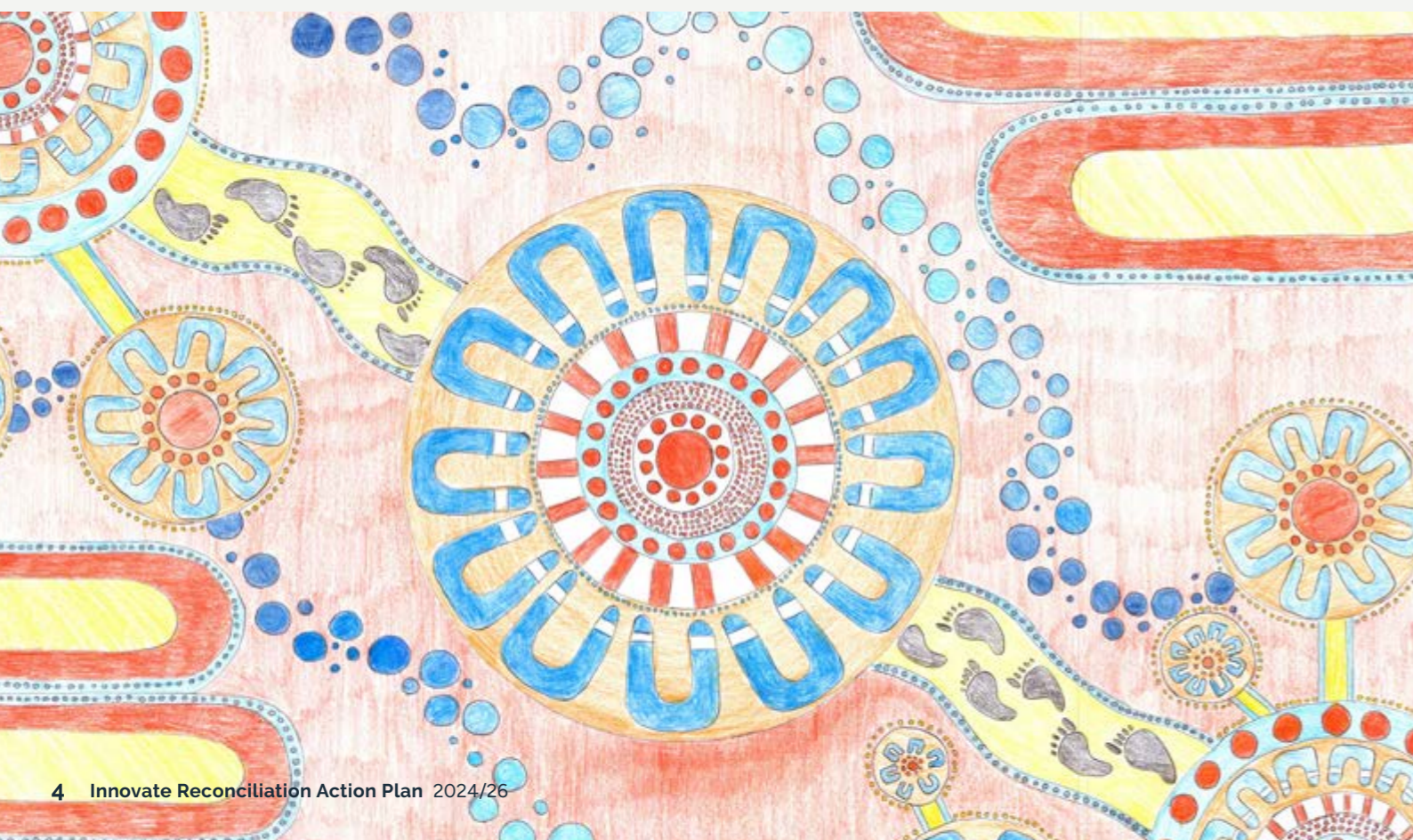
The footsteps connecting these meeting places represents Belgravia's journey of reconciliation working to bring people together.

The hills further represent the Aboriginal and Torres Strait Islander land that Belgravia runs their programs on. The blue and orange in the drawing was used because they are Belgravia's primary colours seen within their uniform at their venues.

Additionally, the blue dots that run through the drawing have been used to represent the aquatic venues and programs that Belgravia offers.

Lacey Faulkner, part of the team at Copper Coast Leisure Centre under Belgravia Leisure.

Her artwork has been digitally adapted with minor adjustments for use in this document.



CEO Endorsement of Belgravia Leisure Innovate Reconciliation Action Plan

Belgravia Leisure is extremely proud to unveil our Innovate Reconciliation Action Plan (RAP) 2024-2026, confirming our commitment to fostering meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples throughout Australia.

This RAP showcases the depth and breadth of our commitment toward reconciliation and acknowledges that our contribution is an ongoing journey for Belgravia Leisure and the communities we serve.

Our leaders and team members are dedicated to achieving this plan, and we will hold ourselves accountable to the targets and milestones we have set.

We are deeply committed to raising cultural awareness about Aboriginal and Torres Strait Islander peoples, their traditions and contributions, in the places we work and live. Through this RAP, we have established key indicators that are innovative for the leisure, aquatic, recreation and tourism sector in Australia.

Imperative to this RAP will be establishing and contributing to genuine partnerships with Aboriginal and Torres Strait Islander organisations and peoples, and through mutual trust and collaboration, achieve improved participation in facilities, programs and employment for stakeholders.

Through participation in these experiences, Aboriginal and Torres Strait Islander peoples will be provided access to opportunities that can contribute to improved health and happiness, irrespective of any personal characteristic or circumstance.

We believe that through collective effort, we can build stronger, more connected communities and a brighter future for all. To that end, we commit ourselves to our Innovate Reconciliation Action Plan (RAP) 2024-2026.

Thank you for your support and collaboration as we embark on this important journey.

Yours sincerely,

Nick Cox
Chief Executive Officer



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Belgravia Health and Leisure Group 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 Belgravia Health and Leisure Group 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, Belgravia Health and Leisure Group 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 empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Belgravia Health and Leisure Group is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Belgravia Health and Leisure Group'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 Belgravia Health and Leisure Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Yours sincerely,

Karen Mundine
Chief Executive Officer, Reconciliation Australia

SOCIAL INCLUSION STATEMENT

Belgravia Leisure strives to support all in the community to benefit from the services, programs, opportunities and facilities it provides.

Through participation in these experiences, all people are provided access to opportunities that can contribute to improved health and happiness, irrespective of any personal characteristic.

Leadership is recognised as the lynchpin that underpins a culture of social inclusion, and across the Belgravia Leisure, our leaders have embraced and resourced social inclusion.

These leaders have actively promoted the culture of social inclusion, resourced the roles, negotiated the challenges and supported the strategies that has led to an approach that welcomes, supports and includes all, regardless of characteristic, background or circumstance.

Staff are the critical feature that enables the promotion of social inclusion, and across

Belgravia Leisure staff have embraced and acted to support a socially inclusive culture that has enable successful programs, services, employment and facility access to occur for people of any characteristic.

In support of social inclusion, Belgravia Leisure works to engage with others to understand, respect and benefit from the views, needs, preferences and priorities of people from diverse backgrounds and kindred organisations. Through co-design, collective effort results in better targeted responses, improved use of resources, which combined create improved outcomes and support sustainment.

Belgravia Leisure seeks to be innovative and show leadership in the areas it operates and has embraced a 'continuous improvement' approach that includes the collection of evidence-related outcomes for the services, programs, opportunities and facilities it provides, which in turn forms the basis for excellence.

VISION FOR RECONCILIATION

Our vision for reconciliation is to welcome, support and include Aboriginal and Torres Strait Islander peoples into everything we do, without exception, into everything we offer, in communities across Australia – facilities, programs, services and employment.

Through participation in these experiences, all people are provided access to opportunities that can contribute to improved health and happiness, irrespective of any personal characteristic.

Our vision is explicit, our actions tangible, our impact confirmed through research and evaluation, and our intention is to deepen and extend our support, recognition and engagement with Aboriginal and Torres Strait Islander peoples through this Innovate Reconciliation Action Plan.

Building Awareness & Appreciation

Connect our team members and the public to Aboriginal and Torres Strait Islander cultures, raising awareness of the rich, long, enduring and substantial contribution Aboriginal and Torres Strait Islander peoples have made to the lands we call Australia.

Fostering Community & Shared Purpose

Promote connection among Aboriginal and Torres Strait Islander peoples and others, leading to increased community and work-related contact and shared purpose, leading to improved social harmony

Empowering Cultural Understanding & Inclusion

Professional and personally develop our team members toward improved cultural understanding and communication skills, leading to improved confidence and skills to welcome, support and include Aboriginal and Torres Strait Islander peoples into everything Belgravia Leisure offers.

Deepening Cultural Awareness & Respect Across Communities

Through the creation of this connection, we seek to share and deepen cultural awareness, respect and understanding across all cultural groups that we welcome to connect with each other, through us.

Increasing Workforce Representation & Recognition

Create for Aboriginal and Torres Strait Islander peoples improved participation, leadership and presence in the workforce of Belgravia Leisure, leading to more prominence, recognition of achievements and respect.

BELGRAVIA LEISURE

Belgravia Leisure is the fastest growing leisure management organisation in Australia and New Zealand, with over 30 years' industry experience.

Our core areas of business and venues stewardship include operation of aquatic, recreation, leisure and sporting venues, health clubs (fitness centres), wellness and spa, accommodation, caravan and campsites, and golf courses in locations across Australia and New Zealand, with over 250 facilities under our management.

Belgravia Leisure's head office is situated in Bayswater, Victoria (Australia). We operate facilities in every state and territory in Australia, and in both islands of New Zealand. We have between 4000 - 6000 employees depending on the seasons and in our inaugural Belgravia Census it showed 3.5% identified as Aboriginal and Torres Strait Islander people, closely aligning with the Australian population's prevalence at 3.8%.

Belgravia Leisure's 'sphere of influence' is extensive. Combined, we work closely with over 80 National, Regional and Local governments in Australia and New Zealand, operating facilities on behalf of these entities, aligning with the priorities of these governments. We collaborate, partner and support hundreds of sports, aquatic, recreation, leisure, fitness, community, health, Aboriginal & Torres Strait Islander, Māori and Pasifika, cultural, and employment organisations, working together to welcome, support and include people aligned with these groups to everything Belgravia Leisure could offer – facilities, programs, services and employment.

Further, we contribute extensively to many professional organisations that are aligned with our core business activities, and through this we have taken on a leadership role in regard welcoming, supporting and including Aboriginal & Torres Strait Islander, Māori and Pasifika peoples and others into what we offer, and championing and sharing evidence-based best practice approaches to enable other organisations to in turn elevate their commitment and actions toward inclusion, and reconciliation.

National Reach
250 FACILITIES
in every Australian state and territory and both islands of New Zealand.

Aboriginal & Torres Strait Islander Representation
3.5% OF OUR WORKFORCE
identifies as Aboriginal or Torres Strait Islander, aligning closely with the 3.8% prevalence in the Australian population.

Workforce Size
4,000 - 6,000
employees depending on seasonal needs.

Community Impact
WE WORK WITH OVER 80
National, Regional, & Local governments, operating facilities on their behalf and supporting Aboriginal and Torres Strait Islander community priorities in every region we serve.

Key examples include our development of guidelines for evidence-based best practice related to inclusion, shared in our ARV Access and Inclusion Guidelines, and creation of forums that have brought together leaders and local champions in the leisure sector to share and learn about evidence-based practice initiatives supporting improved diversity and inclusion in leisure facilities, shared at Belgravia Foundation – Diversity, Inclusion in Leisure Forum 2024, more information on Belgravia Foundation website.

Our 'sphere of influence' extends to an extensive array of businesses from whom we procure goods and services. We directly and indirectly influence these 'business partners'.

Directly, for example, through our procurement policy that specifies our commitment to procure from organisations that welcome, support and include groups of people known to be underrepresented in business ownership and activities (includes Aboriginal and Torres Strait Islander peoples), and indirectly, for example, through our advocacy and communication in support of people known to be underrepresented in participation in facilities, programs, services and employment offered across the leisure sector (includes Aboriginal and Torres Strait Islander peoples).

Locally, through Belgravia Leisure's Community Engagement approach, every 6-months, we seek to connect within the localities we operate facilities with local industry specific stakeholders, government organisations, not for profit organisations, commercial organisations, organisations that support improved participation by people known to be underrepresented in participation in facilities, programs, services and employment offered across the leisure sector (includes Aboriginal and Torres Strait Islander peoples).

Inclusion Guidelines
Created ARV
ACCESS & INCLUSION GUIDELINES
to support diversity in leisure facilities.

Inclusive Procurement
PRIORITISING SUPPLIERS
from underrepresented groups, including Aboriginal and Torres Strait Islander-owned businesses.

Industry Forum
HOST OF THE BELGRAVIA FOUNDATION
– Diversity, Inclusion in Leisure Forum 2024 for sharing best practices.

Community Engagement
BIANNUAL LOCAL OUTREACH
with stakeholders and organisations to boost Aboriginal and Torres Strait Islander participation.

RECONCILIATION

ACTION PLAN

Belgravia Leisure has a commitment to welcome, support and include all into everything the organisation can offer to the communities in which we operate facilities.

We have a confirmed commitment to support Aboriginal, Torres Strait Islander, Māori and Pasifika peoples, and have acted on this commitment in a systematic way to achieve improved opportunities for these peoples, and the broader community. This has been led and will continue to be championed by Dr Jeff Walkley, National Disability & Diversity Manager.

Our RAP Journey

Belgravia Leisure commenced its' formal reconciliation journey with a Reflect Reconciliation Action Plan (RAP) focused on our operation of five leisure facilities in the City of Sydney. This Reflect RAP was successfully concluded in mid-2023, providing the foundation to extend our reconciliation journey Australia-wide, shown in the current Innovate Reconciliation Action Plan.

A key area of support to Aboriginal and Torres Strait Islander communities through the Reflect RAP (Sydney) was achieved each year through active participation and support to the Yabun Festival celebrations.

The event attracts approximately 40,000 people to Victoria Park with nearly 2,000 of those visiting the Victoria Park Pool (VPP), managed by Belgravia Leisure.

As part of our commitment, VPP provided free entry for children under the age of 10, cultural awareness training was provided for staff, Aboriginal and Torres Strait Islander employees were provided with an opportunity to be present and Aboriginal and Torres Strait Islander flags were prominently displayed around the facility.

Following involvement in Yabun Festival, key relationships were formed with community:

- Yabun, City of Sydney (Community Engagement Coordinator)
- National Centre of Indigenous Excellence
- And other individual community members.

The goal was to collaborate with these partners as part of the formation of the Reflect RAP (Sydney) Working Group, and on initiatives to welcome, support and include Aboriginal and Torres Strait Islander peoples into the facilities, programs, services and employment of facilities managed by Belgravia Leisure in the City of Sydney.

Aligned actions in support of the Reflect RAP focused on facilities operated by Belgravia Leisure in the City of Sydney include provision of free or discounted access to facilities, programs and services to Aboriginal and Torres Strait Islander peoples, working in collaboration with Aboriginal and Torres Strait Islander led community organisations. Complementing this, communication activities and resources were made available, and organisation-wide policy and action undertaken to promote reconciliation, respect and recognition of Aboriginal and Torres Strait Islander custodianship of lands upon which Belgravia Leisure operates, cultural awareness, and communication protocols.

On review of the achievements and challenges encountered through delivery of the Reflect RAP in the City of Sydney venues, it was apparent that substantial education of the workforce would benefit from improved cultural understanding and the welcome and support desired for Aboriginal and Torres Strait Islander people. Additionally, the review identified the need for improved communication to confirm recognition and respect by Belgravia Leisure toward Aboriginal and Torres

Strait Islander people and their cultures. Revealed through the investigation was a need to create improved pathways to connect with Aboriginal and Torres Strait Islander related organisations, leading to collaboration to create new pathways to participate in programs, services and employment. Importantly, it emerged that Belgravia Leisure employees had a strong positive disposition towards being part of the Reconciliation journey.

Upon completion of the Reflect Reconciliation Action Plan implemented in the facilities operated by Belgravia Leisure in the City of Sydney, Belgravia Leisure commenced work to elevate its reconciliation journey through extension of its commitment, actions and impact across every location it operates facilities in Australia. During the 2023, Belgravia Leisure undertook multiple activities consistent with this commitment and in support of registration with Reconciliation Australia in December 2023 of its intention to develop an Innovate Reconciliation Action Plan.

Following registration, substantial work was completed through collaboration, co-action and refinement during 2024, leading to finalisation of an Australia-wide Innovate Reconciliation Action Plan.

RAP Governance

In support of the development of Belgravia Leisure Innovate Reconciliation Action Plan, a RAP Investigation Group (RAP IG) was formed and undertook substantial consultation and work with key stakeholders, and guidance from Reconciliation Australia, enabling during 2024 progressive refining and developing of draft RAPs. Importantly, the RAP IG sought and implemented into draft RAPs the guidance from Aboriginal and Torres Strait Islander team members of Belgravia Leisure. The RAP IG acted as the forerunner to a Reconciliation Action Plan Working Group (RAP WG), with the plan to have strong representation from the RAP IG in the ongoing RAP WG.

RAP Investigation Group

Belgravia Leisure initially created an Investigation Group of approximately 8-10 team members representing areas of our business. Each team member was charged with identifying the key elements, issues and actions within their core area that could foreseeably align with the company's areas of business. Each team member gathered this information in varying ways, involving Aboriginal and Torres Strait Islander staff to provide valuable input. Combined, this informed

direction of this RAP to support improved opportunity for participation in everything the company can offer – access to and inclusion in facilities, programs, services and employment.

RAP Investigation Group membership has comprised the following staff:

- Dr Jeff Walkley (National Disability & Diversity Manager)
- Anthony McIntosh (Chief Operating Officer)
- Carly Williams (Strategic Projects Officer)
- Rowee Stair (Aboriginal and Torres Strait Islander Team Member, Inclusion Coordinator & Kiosk Coordinator)
- Shannon Newton (Aboriginal and Torres Strait Islander Team Member, Guest Experience Coordinator)
- Tiarni Cohen (Aboriginal and Torres Strait Islander Team Member, Duty Manager, Seasonal Aquatic Facility Venue Manager)
- Jaxon Tilmouth (Aboriginal and Torres Strait Islander Team Member, Customer Services Officer)
- Lesley Austral (Aboriginal and Torres Strait Islander Team Member, Customer Services Officer)
- Emma Lowe (National Access & Inclusion Coordinator)
- Georgia Hall (Marketing Manager)
- Mark Maybury (Group Manager, People & Culture)
- Kristy Brown (Head of Communications)

RAP Working Group

A RAP Working Group was formalised in November 2024, with strong representation from the RAP Investigation Group, and established upon endorsement of the Belgravia Leisure Innovate RAP.

The Working Group includes the following staff:

- Dr Jeff Walkley (National Disability & Diversity Manager)
- Carly Williams (Strategic Projects Officer)
- Rowee Stair (Aboriginal and Torres Strait Islander Team Member, Inclusion Coordinator & Kiosk Coordinator)
- Shannon Newton (Aboriginal and Torres Strait Islander Team Member, Guest Experience Coordinator)
- Mark Maybury (Group Manager, People & Culture)
- Matthew Green (General Manager, Corporate Services)
- Penny Evans (Chief Marketing Officer)
- Amber Hughes (Business Operation Manager)
- Grant Connors (General Manager, Programs)

RAP Advisory Group

A RAP Advisory Group will be established upon confirmation of the Belgravia Leisure Innovate RAP. The Advisory Group will comprise:

- 14-15 team members.
- At least 80% representation of Aboriginal and Torres Strait people, who are employees of Belgravia Leisure, and stakeholders who are not Belgravia Leisure employees.
- Recruited through open and targeted invitation
- Meet monthly for first 6 months, then adjusted so at least 5 meetings per year.

Case Studies



Child program

A fun Goanna Golf Day for the children at Bubup Wilam Aboriginal Child and Family Centre.



Youth program

Liverpool's First Nations Youth Dive into Success with Learn to Swim Program



Learn to swim Australia-wide program

All In! Belgravia Foundation's National Project.



Partnerships

Fostering true partnerships with First Nations Communities: Join us for National Reconciliation Week 2024.



Community Reconciliation

Local leaders honoured for allyship in community reconciliation during National Reconciliation Week.



Unity, culture and community spirit

16-year-old's striking football guernsey design selected for local football league Indigenous Round.

Belgravia Leisure completed a Reflect RAP for the venues we operate on behalf of the City of Sydney, in the Sydney LGA. Key learnings and significant changes include as examples:

- ✔ Deepening of the commitment by Belgravia Leisure to welcome and support Aboriginal and Torres Strait Islander people into the facilities, programs, services and employment, so that each person is safe and included.
- ✔ Commitment by Belgravia Leisure to extend its contribution toward reconciliation and respect of Aboriginal and Torres Strait Islander people by embarking on an Innovate RAP, shown through this application
- ✔ Key protocols to confirm recognition and respect of Aboriginal and Torres Strait Islander peoples, heritage, ownership and custodianship of the lands of Australia. This is done in many ways, including as examples:



Building Partnerships

Partnerships - Fostering true partnerships with First Nations Communities: Join us for National Reconciliation Week 2024.



Cultural Expression in Sports

Unity, culture and community spirit, 16-year-old's striking football guernsey design selected for local football league Indigenous Round.



Celebrating Allyship

Community Reconciliation - Local leaders honoured for allyship in community reconciliation during National Reconciliation Week.



NAIDOC Week 2024 Support

NAIDOC WEEK 2024 - Supporting NAIDOC Week 2024: Keep the Fire Burning! Blak, Loud & Proud.



Honouring Traditions

Welcome to Country or Acknowledge of Country protocols and imagery used at the start of key gatherings of Belgravia Leisure.



Public Recognition

Statement of acknowledgment and support, prominently published and repeated cited in documents used by Belgravia Leisure for both internal and external purposes.



Visual Recognition

Use of email signatures, Teams backgrounds and PowerPoint templates that include statements and imagery that confirms and communicates the recognition and respect of Aboriginal and Torres Strait Islander people by Belgravia Leisure.



Inclusivity Initiatives

Initiatives to welcome, support and include Aboriginal and Torres Strait Islander people into more facilities, programs, services and employment of Belgravia Leisure, more often, as shown for example:



Children's Programs

Child program example - A fun Goanna Golf day for the kids at Bubup Wilam Aboriginal Child and Family Centre.



Youth Engagement

Youth program example - Liverpool's First Nations Youth Dive into Success with Learn to Swim Program.



Commitment to Social Inclusion

Statement of recognition, respect and engagement. Belgravia Leisure Social Inclusion Statement.



National Learn-to-Swim Initiative

Learn to swim Australia-wide program example - All In! Belgravia Foundation's National Project.

RELATIONSHIPS

Belgravia Leisure prides itself on building collaborative and meaningful relationships with community members, groups and organisations to better welcome, support and include all, in everything we do. Through our Community Engagement Process and by hosting 6-monthly Community Network Forums we consult with community groups and key stakeholders to discuss local opportunities, preferences and priorities, and develop relationships with each to collaborate on opportunities, employment, programs and services.

Through our Community Engagement process we can connect and work closely with external organisations that support Aboriginal and Torres Strait Islander people. This allows us to support strategic directions and develop programs, services and offerings that align. As an organisation we celebrate National Reconciliation Week for both our employees and our communities. We set a precedence of acknowledgments and Welcome to Country when conducting meetings and events.

Focus area

In support of social inclusion, Belgravia Leisure works to engage with others to understand, respect and benefit from the views, needs, preferences and priorities of Aboriginal and Torres Strait Islander people. Through co-design, collective effort results in better targeted responses, improved use of resources, which combined create improved outcomes and support sustainment.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop guiding principles for future engagement in consultation with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	<ul style="list-style-type: none"> NDDM IC CEC
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2025	<ul style="list-style-type: none"> NDDM SPO NAIC
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2025 June 2026	<ul style="list-style-type: none"> COM
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025 & 2026	<ul style="list-style-type: none"> NDDM SPO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	7 May - 3 June 2025 & 2026	<ul style="list-style-type: none"> NDDM SPO

NDDM = National Disability & Diversity Manager • IC = Inclusion Coordinator • CEC = Community Engagement Coordinator
SPO = Strategic Project Officer • NAIC = National Access & Inclusions Coordinator • COM = Communications
PCM = People & Culture Manager • GPM = Group Procurement Manager • COO = Chief Operating Officer

3 Promote reconciliation through our sphere of influence.	Organise at least one NRW event each year.	27 May - 3 June 2025 and 2026	<ul style="list-style-type: none"> NAIC SPO
	Register all our NRW events on Reconciliation Australia's website.	27 May - 3 June 2025 and 2026	<ul style="list-style-type: none"> NAIC SPO
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2025	<ul style="list-style-type: none"> COM NDDM SPO PCM
	Incorporate Indigenous imagery on uniforms across Belgravia Leisure. Where possible, artwork will be commissioned from local artists from the lands on which Belgravia Leisure facilities are located, and the uniforms will be worn.	January 2026	<ul style="list-style-type: none"> GPM
	Communicate our commitment to reconciliation publicly.	November 2024	<ul style="list-style-type: none"> COM
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2024	<ul style="list-style-type: none"> GPM NDDM
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2025	<ul style="list-style-type: none"> NDDM
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	<ul style="list-style-type: none"> PCM
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	March 2026	<ul style="list-style-type: none"> GPM
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2025	<ul style="list-style-type: none"> GPM PCM NDDM
Educate senior leaders on the effects of racism.	January 2025	<ul style="list-style-type: none"> PCM NDDM 	

4 Promote positive race relations through anti-discrimination strategies.

5

Invite and engage Aboriginal and Torres Strait Islander stakeholders and organisations to Community Network Forums.

Invite and promote active participation by local Aboriginal and Torres Strait Islander stakeholders and organisations in bi-annual Community Network Forums.	March 25 & 26 September 25 & 26	<ul style="list-style-type: none"> • NAIC • SPO • NDDM
Invite 100% of all Aboriginal and Torres Strait Islander related organisations within the catchment areas of Belgravia Leisure year-round operated leisure facilities to participate in a local Community Network Forum (held 6-monthly).	March 25 & 26 September 25 & 26	<ul style="list-style-type: none"> • NAIC • IC • CEC
Achieve 75% attendance by the above invited Aboriginal and Torres Strait Islander represented organisations to their local Community Network Forum.	March 25 & 26 September 25 & 26	<ul style="list-style-type: none"> • NAIC • IC • CEC
Collate, communicate and advocate the needs, preferences and priorities shared by Aboriginal and Torres Strait Islander organisations at their local Community Network Forums with local communities and council partners.	March 25 & 26 September 25 & 26	<ul style="list-style-type: none"> • NAIC • IC • CEC

NDDM = National Disability & Diversity Manager • IC = Inclusion Coordinator • CEC = Community Engagement Coordinator
 SPO = Strategic Project Officer • NAIC = National Access & Inclusions Coordinator • COM = Communications
 PCM = People & Culture Manager • GPM = Group Procurement Manager • COO = Chief Operating Officer

RESPECT

At Belgravia Leisure we proudly welcome, support and include all people into the facilities, programs, services and employment it offers to communities across Australia and New Zealand. Prioritising training for our employees and supporting them to learn about Aboriginal and Torres Strait Islander cultures and histories as well as forming appreciation and acknowledgement for historic events supports our employees to better great, communicate, celebrate and work alongside Aboriginal and Torres Strait Islander people.

Focus area

In support of social inclusion, Belgravia Leisure view their own people as a critical feature that enables the promotion of social inclusion, and across Belgravia Leisure staff have embraced and acted to support a socially inclusive culture that has enable successful programs, services, employment and facility access to occur for people of any characteristic. Additionally, in support of inclusion, our workforce diversity project seeks to understand who we are as an organisation can support, appreciate and celebrate our people and our community.

Action	Deliverable	Timeline	Responsibility
6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2024	<ul style="list-style-type: none"> • CM • NDDM
	Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning needs and subsequent strategy.	January 2025	<ul style="list-style-type: none"> • NDDM
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	<ul style="list-style-type: none"> • COM • PCM
7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2025	<ul style="list-style-type: none"> • PCM
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2024 and ongoing	<ul style="list-style-type: none"> • COM • PCM
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2025	<ul style="list-style-type: none"> • COM

	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024 & ongoing	<ul style="list-style-type: none"> • COO • NDDM
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2024 & ongoing	<ul style="list-style-type: none"> • COO • NDDM

	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	<ul style="list-style-type: none"> • NDDM
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8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025	<ul style="list-style-type: none"> • PCM
		Encourage staff to engage with NAIDOC Week activities by providing resources and information about the cultural and historical importance of the week.	First week in July 2025 & 2026	<ul style="list-style-type: none"> • COM

	Develop and implement a policy allowing staff to choose between taking their public holiday on January 26 or during NAIDOC Week.	May 2025	<ul style="list-style-type: none"> • COO • NDDM • PCM
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9	Ensure all internal and external communication platforms consistently reflect respect and inclusion of Aboriginal and Torres Strait Islander peoples.	Incorporating Aboriginal and Torres Strait Islander flags and visual elements into key corporate presentations, newsletters, and social media.	June 2025	<ul style="list-style-type: none"> • COM
		Providing ongoing staff training to ensure respectful language and cultural protocols are adhered to in all communications.	April 2025	<ul style="list-style-type: none"> • COM • NDDM • PCM

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OPPORTUNITIES

Belgravia Leisure is invested in understanding their employees and supporting their continued employment, professional development and ensuring that our workforce diversity reflects that of the communities in which we operate. Through understanding our workforce's diversity, we are better able to gain through them improved cultural insight and communication skills, and to target and realise opportunities to assist their professional and personal development and career advancement.

Through our support to Aboriginal and Torres Strait Islander people we support businesses and procurement, and we will actively seek to support businesses owned by Aboriginal and Torres Strait Islander peoples.

We represent our people and community through imagery and social assets and ensure we promote reconciliation with all internal and external stakeholders and council partners.

Action	Deliverable	Timeline	Responsibility	
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2025	<ul style="list-style-type: none"> • COM • PCM • NDDM • SPO 	
10	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2026	<ul style="list-style-type: none"> • PCM • NDDM • SPO
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026	<ul style="list-style-type: none"> • PCM • NDDM • SPO
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2025	<ul style="list-style-type: none"> • PCM
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2025	<ul style="list-style-type: none"> • PCM • NDDM • SPO

11 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.	April 2026	• GPM
	Investigate Supply Nation membership.	February 2025	• GPM • NDDM • SPO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2025	• GPM
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2025	• GPM
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	• GPM

12 Implement career development strategies to improve representation of Aboriginal and Torres Strait Islander staff in leadership roles.	Invite Aboriginal and Torres Strait Islander team members to attend each bi-weekly Management Briefing Meeting to build familiarity and confidence, leading to delivery of presentations in this important forum attended by leaders of Belgravia Health & Leisure	November 2024	• PCM • NDDM • SPO • NAIC
	Offer opportunities to Aboriginal and Torres Strait Islander team members to provide presentations at bi-weekly Management Briefing Meetings to build their experience, confidence and profile.	November 2024	• PCM • NDDM • SPO • NAIC
	Nominate Aboriginal and Torres Strait Islander team members to participate in annual regional/State Belgravia Health & Leisure Conferences	March 2025	• PCM • NDDM • SPO • NAIC
	Financially support Aboriginal and Torres Strait Islander team members to participate in annual regional/State Belgravia Health & Leisure Conferences.	March 2025	• PCM • NDDM • SPO, NAIC

GOVERNANCE

Action	Deliverable	Timeline	Responsibility
13 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 June September December 2024/25/26	• NDDM
	Establish and apply a Terms of Reference for the RWG.	September 2025	• NDDM • SPO
	Meet at least four times per year to drive and monitor RAP implementation.	March June September December 2024/25	• NDDM • SPO
	Define resource needs for RAP implementation.	November 2024	• NDDM • SPO • COO
14 Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2024 & ongoing	• NDDM • SPO • COO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025	• NDDM • SPO • NAIC
	Maintain an internal RAP Champion from senior management.	Completed	• NDDM
15 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 annually	• SPO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	• SPO

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Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	• SPO
Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2024/25	• NDDM
Publicly report our RAP achievements, challenges and learnings, annually.	September, annually	• NDDM • SPO • NAIC
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2025	• NDDM • SPO
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	• NDDM • SPO

16

Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	• SPO
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17

Establish and maintain an effective RAP Advisory Panel (RAP-AP) to enhance guidance by Aboriginal and Torres Strait Islander staff to the RAP.

Maintain Aboriginal and Torres Strait Islander representation on the RAP-AP.	March, June, September, December 2024/25	• NDDM
Establish and apply a Terms of Reference for the RAP-AP.	September 2025	• NDDM • SPO
Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2024/25	• NDDM • SPO



CONTACT DETAILS

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CASE STUDY 1

CHILD PROGRAM

A fun Goanna Golf Day for the kids at Bubup Wilam Aboriginal Child and Family Centre

The Belgravia Leisure family of venues in the outer northern suburbs has recently expanded to include parts of Whittlesea. In March 2021, the area management team began looking at ways to welcome and engage with the local Whittlesea community with activities that were low risk, fun and educational.

Yarrambat Park Golf Course, with its signature 18-hole Goanna Golf mini golf course, was identified as the closest venue to Whittlesea and the perfect location for community outreach with locals.

The team at Yarrambat reached out to Bubup Wilam Aboriginal Child and Family Centre to see if they would like to take advantage of Yarrambat's mid-week down time for a focused excursion experience. 'Bubup Wilam', meaning 'children's place', is an Aboriginal Community Controlled Education, Health and Wellbeing organisation that aims to ensure Aboriginal children at a very early age begin their journey in reaching their full human potential.

The kids loved the Goanna Golf 'Putt, Play and Learn' Excursion Booklet

The team at Yarrambat looked for ways to engage the children at the golf course including creating a custom 'Play, Putt and Learn' excursion booklet for the day so that the children from Bubup Wilam could learn about animals native to the region.

A fun Goanna Golf Day excursion for the children from Bubup Wilam Aboriginal Child and Family Centre

Yarrambat Park Golf Course also subsidised transport costs for the 16 children and 8 carers to make the trip to the golf course, which ended up being a fun-filled, educational day for the children and their carers.



CASE STUDY 2

LEARN TO SWIM

Liverpool's First Nations Youth Dive into Success with Learn to Swim Program

It's a skill that many of us take for granted, however, a group of local First Nations youths have never had the opportunity to gain the lifesaving skill of learning how to swim – until now.

In partnership with the Gandangara Local Aboriginal Land Council, Liverpool's First Nations Learn to Swim program by Belgravia Leisure delivered 23 youths under 12, a program of crucial weekly swimming lessons that could one day save their lives. The lessons were fully subsidised by funds generated by the Reverse Vending Machine located at Whitlam Leisure Centre and were delivered to primary school children at Michael Wenden Aquatic Leisure Centre and high school-aged kids at Whitlam Leisure Centre.

Running from February through to April 2023, the program aimed to increase the youth's swimming ability and confidence, remove the cost barriers for lessons, improve their overall fitness and cardiovascular health, develop their basic swimming skills, increase their knowledge of water safety and rescue techniques and create additional lesson and employment opportunities.

Laura and Harrison, two of the program's participants, were both thrilled with their experience. Laura said, "At first, I was scared to get into the swimming pool, but after a while, I started having fun, including going under the water. I'd love to come back again, and I'm hoping they provide this program again so I can."

Harrison added, "This has been the best! I looked forward to every class and kept asking Mum when the next one would be. I'm so glad I've been able to learn how to swim because I know how important it is."



Belgravia Leisure expresses gratitude for the partnership with Gandangara Local Aboriginal Land Council, acknowledging that the program's success would not have been possible without their team and networks.

The program's remarkable achievements underscore the significance of eliminating access barriers and establishing pathways for disadvantaged communities. This initiative exemplifies how collaborative efforts between community organisations and businesses can deliver vital services that foster health, well-being, and education.

Alex Simmons, NSW Regional Manager, said, "We aim to sustain the swimming program for the remainder of the school year, covering three additional terms then run it as an ongoing program for many years to come. We look forward to continuing to collaborate with the Gandangara Local Aboriginal Land Council to recruit more participants while ensuring accessibility and affordability whilst teaching such a valuable life skill.

"We are also thrilled to share that Michael Wenden has been selected as a finalist for The Aquas – Royal Life Saving Awards Gala, recognising the outstanding success of our First Nations Learn to Swim program," Alex concluded.

CASE STUDY 3

ALL IN! SWIM PROGRAM



Belgravia Foundation and Swimming Australia are trialling an innovative new program called All In!

Belgravia Foundation has been awarded funding from [Swimming Australia's](#) Community Swimming Partnerships Program Partner under the [SportAUS Participation Grants Program](#) to continue trials and upscale All In! across a minimum of 10 Australian Belgravia Leisure venues. This trial is an extension of earlier work completed by the same collaborating group in 2020/2021, which was heavily affected by COVID-19.

All In! is an aquatic program aimed at improving swim teacher confidence and capacity to better welcome, support and include people with a disability, people of cultural diversity and First Nations people into aquatic experiences.

Uniquely, this innovative program has directly addressed previously seemingly intractable challenges related to inclusion in learn-to-swim and aquatic programs. These challenges include the cost of training, accessibility of training, alignment with evidence-based practice, and addressing the training needs of learn to swim and the aquatic team as expressed and revealed through research.

The All In! program is compiled of three critical components:

- **Swim Teacher online training:** Qualified swim teachers complete online training tailored around people with intellectual disability and autism spectrum disorder. The purpose is to transform the way in which we train our swim teachers.
- **Mentor project:** The mentor project coincides with All In, helping transform how Belgravia train their swim teachers, with several mentoring and mentee resources and locally available support to empower swim teachers to feel more confident and inclusive of all.

- **Subsidised Swimming Lessons:** 8-week swimming program with participants enduring 1 x 30-minute swimming lesson across eight weeks with funding from Swimming Australia incentivising participation.

There is compelling evidence to confirm that workplace personnel – whether paid or volunteer – are the main enabler, or barrier, to the inclusion of people with a disability in sport and recreation. Providing swim teachers with additional knowledge, understanding and on-site support through mentoring gives them improved skills to support the needs of their participants, no matter how diverse. These improved skills lead to more opportunities for under-represented groups to participate and create positive outcomes for the participants. Selected swim teachers and their leaders are currently undertaking online training before welcoming participants into the 8-week aquatic program beginning in July 2022.

Through this trial program, evidence will be collected to measure the impact of training on swim teachers and to also measure the outcomes achieved by participants over the 8-week period. If successful, All In! will be scaled up across more Belgravia Leisure venues to reach more people and have a greater impact.

Belgravia Foundation would like to thank Swimming Australia for their collaborative approach and contribution to the All In! Trial, and look forward to the 8-week subsidised lessons beginning in the month of July.

NATIONAL RECONCILIATION WEEK

Fostering true partnerships with First Nations Communities: Join us for National Reconciliation Week 2024

National Reconciliation Week (NRW) is a significant time for Australians to engage with our shared histories, cultures, and achievements and to consider how we can each contribute to respect, recognition and connection with Aboriginal and Torres Strait Islander Australians.

This year's theme, "Now More Than Ever," provides an opportunity for Belgravia Leisure to continue its approach and effort to welcome, support and include all people into everything it offers the communities in which it operates – facilities, programs, services and employment - so that no one misses out.

Belgravia Leisure respectfully acknowledges and recognises Aboriginal and Torres Strait Islander peoples as Traditional Custodians of Country and pays respect to their cultures and Elders past and present. We have embraced the opportunity to do all we can to engage with Elders, leaders, organisations and stakeholders in this regard with many communities across Australia and New Zealand. Our commitment is proudly and clearly expressed in our Statement of Social Inclusion.

At Belgravia Leisure, we are committed to fostering genuine, impactful relationships with First Nations communities. Our initiatives and partnerships highlight our proactive stance in supporting reconciliation efforts across Australia.

We're proud to highlight just a few of our partnerships with First Nations communities through various programs and initiatives.

In collaboration with the Gandangara Local Aboriginal Land Council, Belgravia Leisure's [Indigenous Learn to Swim program](#) in Liverpool delivered crucial weekly swimming lessons to 23 local Aboriginal and Torres Strait Islander youth under 12, equipping them with vital life-saving skills and promoting water safety.

Additionally, Dingley Village Adventure Golf hosted the Casey Aboriginal Gathering Place (Youth) Group, [fostering community engagement and connection](#).

Our ongoing involvement with the City of Sydney in the Yabun Festival, one of the largest annual celebrations of Aboriginal and Torres Strait Islander cultures, further demonstrates our commitment to cultural celebration and awareness.

Our partnership with Liverpool City Council and various First Nations organisations demonstrates our dedication to collaborative efforts. For instance, the Whitlam Leisure Centre co-hosted the 'Community, Land, and Business Plan Stakeholder Consultations,' facilitating important discussions on community development and future planning.

Belgravia Leisure also provides resources for our team to actively support First Nations communities. Our internal platform offers valuable guides such as "Delivering an Acknowledgement of Country" and "Welcoming All," empowering our staff to engage respectfully and meaningfully with Aboriginal and Torres Strait Islander cultures.

Through these ongoing initiatives and resources, Belgravia Leisure is not just participating in reconciliation; we are committed to making a difference in our operations.

By fostering inclusive communities that honour and celebrate Aboriginal and Torres Strait Islander peoples, their histories, and their cultures, we are working to build a brighter, more equitable future for all Australians.

Together, we can continue to support and amplify the voices of First Nations communities, ensuring that our reconciliation efforts are substantial and enduring.

You can learn more about our social inclusion efforts [here](#), or for more information, visit the Reconciliation Australia [website](#).

LOCAL LEADERS HONoured

Local leaders honoured for allyship in community reconciliation during National Reconciliation Week

During National Reconciliation Week, the Gandangara Local Aboriginal Land Council celebrated two local leaders, Ernest Kulauzovic and Nicole Bain, for their outstanding efforts and allyship in fostering reconciliation and community spirit in Liverpool, NSW.

National Reconciliation Week (NRW) is a significant time for Australians to engage with our shared histories, cultures and achievements and to consider how each of us can contribute to respect, recognition and connection with Aboriginal and Torres Strait Islander Australians.

Ernest Kulauzovic

Ernest Kulauzovic, Belgravia Leisure's Community Engagement Manager for SW and Western Sydney, has played a key role in Liverpool. Thanks to his support, a Memorandum of Understanding (MOU) with the local council was established, allowing venues to be provided at no cost for Reconciliation and NAIDOC events.

As well as this, the combined efforts of Belgravia Leisure's Liverpool team, Ernest and Council have significantly increased community engagement. Attendance at last year's Reconciliation Week at Whitlam Leisure Centre doubled from 250 to more than 500 attendees this year.

They aim to continue this growth in the coming years through increased stakeholder engagement and funding.

Lastly, Belgravia Foundation fully funds year-round free learn-to-swim classes for First Nations children and teens, spearheaded by Ernest. Currently, 40+ registered children at Michael Wenden Aquatic Leisure Centre and 25 registered children at Auburn Ruth Everuss Aquatic Centre benefit from this program.

Nicole Bain

Nicole Bain, Aquatics Services Manager at Auburn Ruth Everuss Aquatic Centre has played a crucial role in supporting the Learn to Swim Program. Her dedication has ensured that First Nations children have access to free swimming lessons, fostering water safety and building confidence in young participants.

"Whitlam Leisure Centre also hosts 12 participants in a program supported by Gandangara staff. The program teaches them cultural instruments and helps them identify with their heritage,"

Ernest expressed the importance of these initiatives, highlighting the collaborative efforts to support more First Nations kids across South-West and Western Sydney. Ernest said, "I'm honoured to have received this recognition, which wouldn't have been possible without the support of my team and Belgravia Leisure."

"Belgravia Leisure and Belgravia Foundation's support for First Nations children, our partnership with the Gandangara Local Aboriginal Land Council and events like Reconciliation and NAIDOC Week have been essential in building connections and promoting cultural understanding in our communities. Ernest concluded;

"I'm proud to have supported these initiatives in the Liverpool area that are vital in creating opportunities and providing support for First Nations, ensuring they have access to important programs and services,"

This year's NRW theme, "Now More Than Ever," provided an opportunity for Belgravia Leisure to continue its approach and effort to welcome, support and include all people in everything it offers the communities in which it operates – facilities, programs, services and employment – so that no one misses out.

Belgravia Leisure is committed to fostering inclusive communities where everyone can participate in facilities, programs, services and employment. This commitment ensures that no one is left behind, aligning with the core values of respect, recognition and reconciliation.



INDIGENOUS GUERNSEY DESIGN

16-year-old's striking football guernsey design selected for local football league Indigenous Round

Lacey Faulkner is not your average 16-year-old Kiosk Assistant at Copper Coast Sport & Leisure Centre in South Australia. Lacey possesses remarkable talent, drawing on her First Nations heritage to design a striking football guernsey design worn by the local Kadina Football Club during the Indigenous round.

The design, rich in cultural significance, has been embraced by the local football club, "This guernsey isn't just clothing, it's a symbol of unity, culture and community spirit," Lacey explained. Lacey's dad, Cameron, is wearing the Guernsey in the image above.

"The Guernsey represents a meeting place for family to gather. It also depicts the journeys that we travel together over short distances to play our sport and the different landscapes and terrain we travel through and play on."

"The concentric circles and the curved 'u' shapes represent the meeting place for family and the club. The circles connected by lines indicate the small journeys and the patterns surrounding them

indicate and show the different landscapes.

"There are a few animal tracks on the back of this design, the first being lizard tracks; these tracks were chosen for this design because Kadina is located on lizard planes. The next tracks chosen were dingo tracks to symbolise the logo of Kadina Football and Netball club, and lastly added to the design were emu tracks, animals that can be found in the area,"

Such was the impact of the guernsey, Kadina Football Club have also purchased one for each player in their junior teams to wear during training.

Lacey's talents don't stop there, winning a competition to design the guernsey worn by Kadina Memorial School. As displayed by Lacey in the above image "The guernsey's front features a butterflyfish, symbolising the Nharangga People, who are often referred to as the Butterflyfish Mob due to the traditional significance of hunting this plentiful food source.

"The squiggly line and yellow dots on the front represent the coastline and beach, further emphasising the connection to the land and proximity to water on the peninsula.

"The back of the guernsey tells a story of unity and diversity. It illustrates people from various cultures, religions and backgrounds coming together under the same sun, represented by a symbol at the top. The year 2024 is marked prominently, along with a central meeting place symbolising the school where students from different backgrounds converge. Surrounding patterns represent the diversity and distances students travel from their homes to the school, highlighting the connections and community spirit," Lacey explained.

With her parent's support, Lacey has also played a crucial role in informing the planning for Belgravia Leisure's Reconciliation Action Plan (RAP). Her insights and dedication to her heritage have been invaluable in shaping a more inclusive and culturally aware organisation.

Lacey's journey of learning about her culture and contributing to her community and workplace

has been inspirational. "I am still learning about my culture and don't have all the answers, but I'm glad I could support the community and Belgravia Leisure wherever I can."

Venue Manager Giles Ellis praised Lacey, stating, "Lacey's contributions have been invaluable. Her dedication to her culture and community has brought a deeper understanding and appreciation of First Nations heritage to our team and the greater Belgravia Group".

Belgravia Leisure is honoured to have Lacey Faulkner as part of our team and looks forward to her continued contributions to fostering a more inclusive and culturally enriched workplace.



