



RECONCILIATION
ACTION PLAN

REFLECT

NOVEMBER 2024 - OCTOBER 2025

REFLECT RECONCILIATION ACTION PLAN

Adelaide 



Adelaide Oval



ACKNOWLEDGEMENT OF COUNTRY

Adelaide Oval Stadium Management Authority (SMA) acknowledges the Traditional Owners of Country throughout the lands upon which we operate, which always was, and always will be, Aboriginal land.

We pay our respects to Aboriginal and Torres Strait Islander cultures, their spiritual relationship with their lands, waters and communities, and Elders past and present.





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RECONCILIATION AUSTRALIA CEO MESSAGE



—Karen Mundine

Reconciliation Australia welcomes Adelaide Oval SMA to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Adelaide Oval SMA joins a network of more than 3,500 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 close to 3 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.

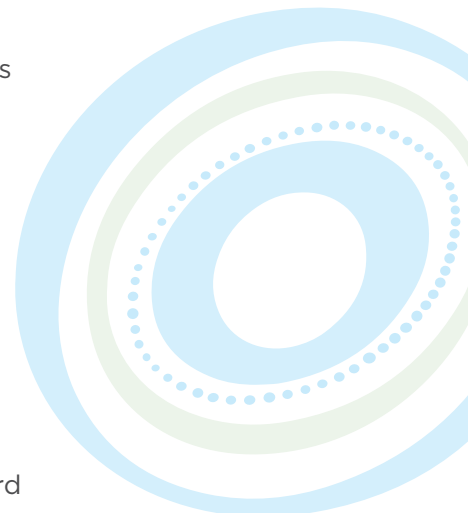
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 Adelaide Oval SMA 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 Adelaide Oval SMA, 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**



ADELAIDE OVAL CEO MESSAGE

–Nick Addison



It is with pride that I introduce the inaugural Reflect Reconciliation Action Plan (RAP) for Adelaide Oval SMA.

Adelaide Oval SMA, or Tarntanya Wama as I have come to learn it is traditionally known, is a special place in the fabric of South Australia and in the history and hearts of the Kurna people – something I viewed with great respect when I moved here to take on the CEO position in 2022.

As a venue at our core, we have facilitated countless Aboriginal and Torres Strait Islander activities, however this has typically been through the facilitation of venue-hirer work, as opposed to being venue-driven initiatives. As we entered our reconciliation journey, we have worked with our stakeholders South Australian Cricket Association (SACA) and South Australian National Football League (SANFL) in staff education events and activities during Reconciliation Week and NAIDOC Week. These initiatives have helped pave the path for the development of our first RAP. Our Reflect RAP is our first official step towards our RAP

Vision: “as a world-renowned organisation, founded on a landmark with a rich history that compels respect, we have a responsibility to continually educate ourselves and our circle of influence. This is with a view to create pathways for, and strengthen new, relationships with our Aboriginal and Torres Strait Islander community – for the betterment of all”, which aligns with our organisational strategic goal: “to be Australia’s most iconic provider of world-class, unmissable experience, for all.”

This alignment of vision is fundamentally important, as we cannot achieve our organisation strategic goal “for all” without our Aboriginal and Torres Strait Islander community as a part of, contributors to, and collaborators in, our action.

It is a privilege to be at the helm during this exciting time in our reconciliation journey and I look forward to all we achieve for our community, as a part of our community.

Nick comes from Melbourne, Naarm on the traditional lands of the Kulin Nation (which encompasses five Aboriginal clans: Wurundjeri, Boonwurrung, Wathaurung, Taungurung and Dja DjaWrung) and continues to be amazed that so many Australians have travelled through Europe, but so few have spent time exploring their own backyard in Australia.

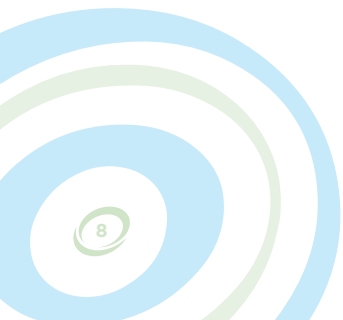
OUR STORY TOLD BY



—Aunty Rosalind Coleman

“Kurna Meyunna Yerta (Kurna peoples land) occupied this area for tens of thousands of years. Tarntanya Wama (Adelaide Oval SMA) was a significant place of meeting, trading, a place of gathering and ceremony. Karra Wirra Pari (The River Torrens) was an important resource area and a favourite camping place for the Kurna people providing water, fish, and other foods”.

-Aunty Rosalind Coleman, Kurna Elder, proud Kurna & Narungga woman.





OUR BUSINESS



Ask almost any sports fan about Adelaide Oval, and you'll likely hear a common response - that this storied venue is among the most picturesque anywhere on the planet. Yet its beauty goes much further than purely cosmetic.

In a world where stadiums are often monolithic and imposing, Adelaide Oval stands as a perfect blend of modern facilities, timeless design and living history.

Since its establishment as a sporting ground in 1871, Adelaide Oval is internationally revered for its grassy northern mound, heritage scoreboard and ancient Moreton Bay fig trees that have stood witness to more than 140 years of sporting achievement and major events. From the first ever day-night Test match and pulsating Australian Rules Football finals through to international soccer, rugby and concerts by Michael Jackson, Adele and The Rolling Stones, Adelaide Oval has always been a place where history is made. That history is an essential part of the stadium's DNA and sets it apart from other stadia worldwide.

In 2013, Adelaide Oval SMA was formed to manage the Adelaide Oval venue redevelopment and ongoing business. Adelaide Oval SMA is a joint venture company of the two entities that grow and develop cricket and Australian Rules Football in South Australia SACA and SANFL. Owned by the people of South Australia, Adelaide Oval is operated on an 80-year lease from the Government of South Australia.

In 2014, a redeveloped Adelaide Oval proudly took its rightful place on the global stage as a truly 21st century stadium, with its new state-of-the-art facilities and pavilion roofline nestled within the city's famous heritage-listed park lands. Already renowned as a major tourism destination, the Adelaide Oval RoofClimb would - quite literally - take things to a new level when it was

Its team of 1700+ staff (230 salaried, 1500+ casual) has a clear vision for the landmark ground and growing business - to be Australia's most iconic provider of world-class, unmissable experiences for all.

We are currently unaware of staff who identify as an Aboriginal and/or Torres Strait Islander person.



launched in 2016. In 2020, Adelaide Oval added to its unparalleled list of attractions by opening Oval Hotel – the first fully integrated stadium hotel in Australia. This boutique, 138-room hotel is unlike any other accommodation experience in the state and is truly one-of-a-kind in the world.

Today, Adelaide Oval is a multi-purpose tourism and events destination that operates every day of the year, far beyond game and event days. Through major events, functions, RoofClimb, Stadium Tours and Oval Hotel, Adelaide Oval welcomes more than 1.8 million visitors each year. Adelaide Oval SMA has also expanded operations with the Malt Shovel Taphouse Adelaide, the café and function operations for Monarto Safari Park, external catering and hospitality contracts and Adelaide Oval Turf Solutions.

Adelaide Oval SMA has expanded its sphere of influence not only through global exposure, predominantly from major event promotion and coverage, but national and international consulting opportunities across the fields of stadium operations, tourism, hospitality and turf curation.

Iconic, historic, unique. There's simply nothing like it anywhere else in the world.



ADELAIDE OVAL

Our Locations

Kaurna Land

– land on which we are based and operate

- Adelaide Oval
- Oval Hotel
- Bespoke Wine Bar & Kitchen
- RoofClimb
- Stadium Tours
- The Bradman Collection
- MTX Club
- Corporate Suites
- Functions & Events
- Koffee Ink
- Adelaide Oval Turf Solutions
- Malt Shovel Taphouse

Ngarrindjeri Land

– land on which we operate

- Monarto Zoo Cafe
- Waterhole Function Centre

OUR RAP

Our Approach

In alignment with Adelaide Oval's Social Responsibility Framework and its key focus area Diversity and Inclusion, the Adelaide Oval SMA Board, and CEO Nick Addison, has committed to developing the venue's inaugural RAP.

In 2023, a RAP Working Group was established, comprising a diverse mix of Adelaide Oval management and staff from various business divisions. Adelaide Oval extends its thanks to the members of the RAP Working Group for their valuable contributions to our Reflect RAP. We would also like to express special appreciation to our inaugural Chairperson, Yolanda Sulser, for their contribution.

The RAP Working Group, supported by the CEO, will govern the RAP's implementation to ensure the completion of its actions. Furthermore, the RAP Working Group will collaborate with our joint venture stakeholders, SACA and SANFL, to ensure clarity of scope and the seamless integration of our respective RAP deliverables.

Adelaide Oval's commitment to the RAP lays the foundation for establishing more meaningful and long-term relationships, contributing to reconciliation in a structured, relevant, and respectful manner. Building genuine relationships with First Nations communities and fostering a deeper understanding of Aboriginal and Torres Strait Islander peoples throughout our organisation will be critical to achieving positive outcomes.

Our RAP Vision

As a world-renowned organisation, founded on a landmark with a rich history that compels respect, we have a responsibility to continually educate ourselves and our circle of influence. This is with a view to create pathways for, and strengthen new, relationships with our Aboriginal and Torres Strait Islander community – for the betterment of all.



OUR JOURNEY SO FAR

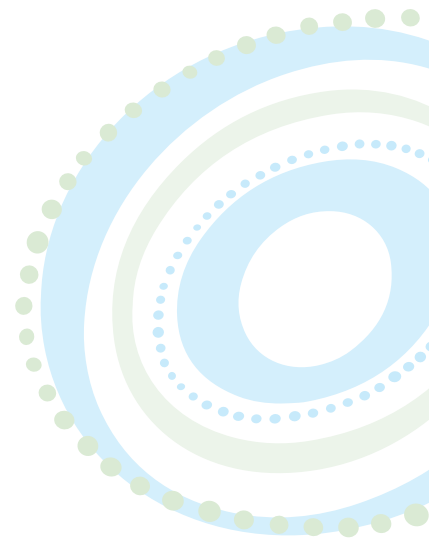
Adelaide Oval acknowledges it is very early in its own reconciliation journey. While we have an ongoing history of supporting stakeholders and venue hirers with community initiatives, we have a lot of work to do as a venue and organisation in our own right.

- As proud managers of Adelaide Oval, the venue, we have facilitated Welcome to Country, Acknowledgement of Country, cultural events, workshops, learning experiences, tailored menus and more. While embraced by the team, these initiatives have typically been driven by the venue or event hirer, supported by Adelaide Oval.
- Acknowledgement of Country is included in our tour experiences, however, is not ingrained organisation wide.
- The stadium has a coloured lighting capability, which follows a booking calendar, lighting up overnight for key cultural dates, charities etc. when available.

- Internally, our permanent staff have had the opportunity to participate in awareness activities during Reconciliation Week and NAIDOC week over the past two years – both in on-site educational experiences and attendance at State events, such as the Reconciliation Week Breakfast. These activities have all been of an introductory nature, with minimal opportunity expanded to the full breadth of our staff cohort.

- For the past two years our People and Culture team have worked on showcasing and providing understanding on the variety of career pathways that Adelaide Oval can offer to Aboriginal young people. This has been done in partnership with Aboriginal Pathways, Workabout Centre career expos and site-visit experiences through the Aboriginal Career Exploration (ACE) program.

Adelaide Oval Executive Chef Philip Pope and proud Bundjalung man, Chef Mark Olive who co-created an Aboriginal native menu for the Inaugural Reconciliation South Australia Gala Dinner, Adelaide Oval 2022.



RECONCILIATION SA GALA DINNER 2022

6 COURSE NATIVE DEGUSTATION
DESIGNED BY MARK OLIVE



SATURDAY 29 OCTOBER 2022



Adrian
Executive Chef
Philip King



OUR RAP ARTWORK

—Pat Caruso
Eastern Arrernte Artist



About the Artist

Pat was born creative, a skill he has expertly applied in product creation and life cycle management across his career working with brands including Harris Scarfe, Vili's Family Bakery, Hyundai and BHP.

Pat's family background is of an Eastern Arrernte person whose connection to country and community was disrupted by his mother's removal in Alice Springs in the mid-1950s. Despite this event, he strongly identifies as both a person of Eastern Arrernte background and the Sultan family.

Pat has spent 20 years reconnecting to his roots, taking his children, communities, and clients on a profound journey of knowledge sharing and reflection, and encouraging us all to embrace all facets of our unique identities. Through We Create Print Deliver, an advertising and business agency he founded in 2015, Pat is building a legacy that honours his cross-cultural identity. As Founder and Director of We Create Print Deliver, Pat is in his element. Passionately working with a multitude of industries daily; Defence, Retail, Not-for-Profit, Food and Beverage.

Pat's diverse experience in the industry generates business opportunity for We Create's clientele. In addition to working in We Create, Pat is a Board member of Operation Flinders Foundation.

He is also a sought after First Nations artist creating individual pieces with painted medium and digitally.

About the Artwork

The artwork depicts the male Red Kangaroo Rock Dreaming and the RAP journey of Adelaide Oval. This is carved from wood to pay tribute to the significance of redwood and eucalyptus trees, in addition the organic shape symbolises the vital role that people play in fostering reconciliation and unity.

Tarntanya or Tarnta Kanya was the name given to this area in the time of creation, meaning the male Red Kangaroo Rock. The significance of this area was the sacred rock on the banks on the Karrawirra Pari or River Torrens – being the meeting place for many people and groups traveling to Tarntanya for ceremonies.

After entering the sky world, Tarnta's spirit still watches over man today, to make sure they follow the pathway and rules he gave to live on this country. This country being the home for Kurna Miyurna for thousands of years is now shared by many people from around the world.

It is still Kurna Miyurna responsibility to ensure safe passage to visitors and the people that walk and live across this country today respect and acknowledge the ancestors that still live within these lands. When welcomed in language we connect people to spirit.

Key elements for the Artwork.

Solid Communication

These lines represent a continual promise and narrative of reconciliation and walking together.

Events Diversity

The contour lines represent the diverse kinds of events held at Adelaide Oval.

Kangaroo Tracks

The kangaroo tracks symbolise the influence of people travelling from all over the country and the world.

Communities

The outer circles represent both large and small groups, as well as local and international communities.

People Traveling

Treeline and parks (caring for the country).
The Torrens River.

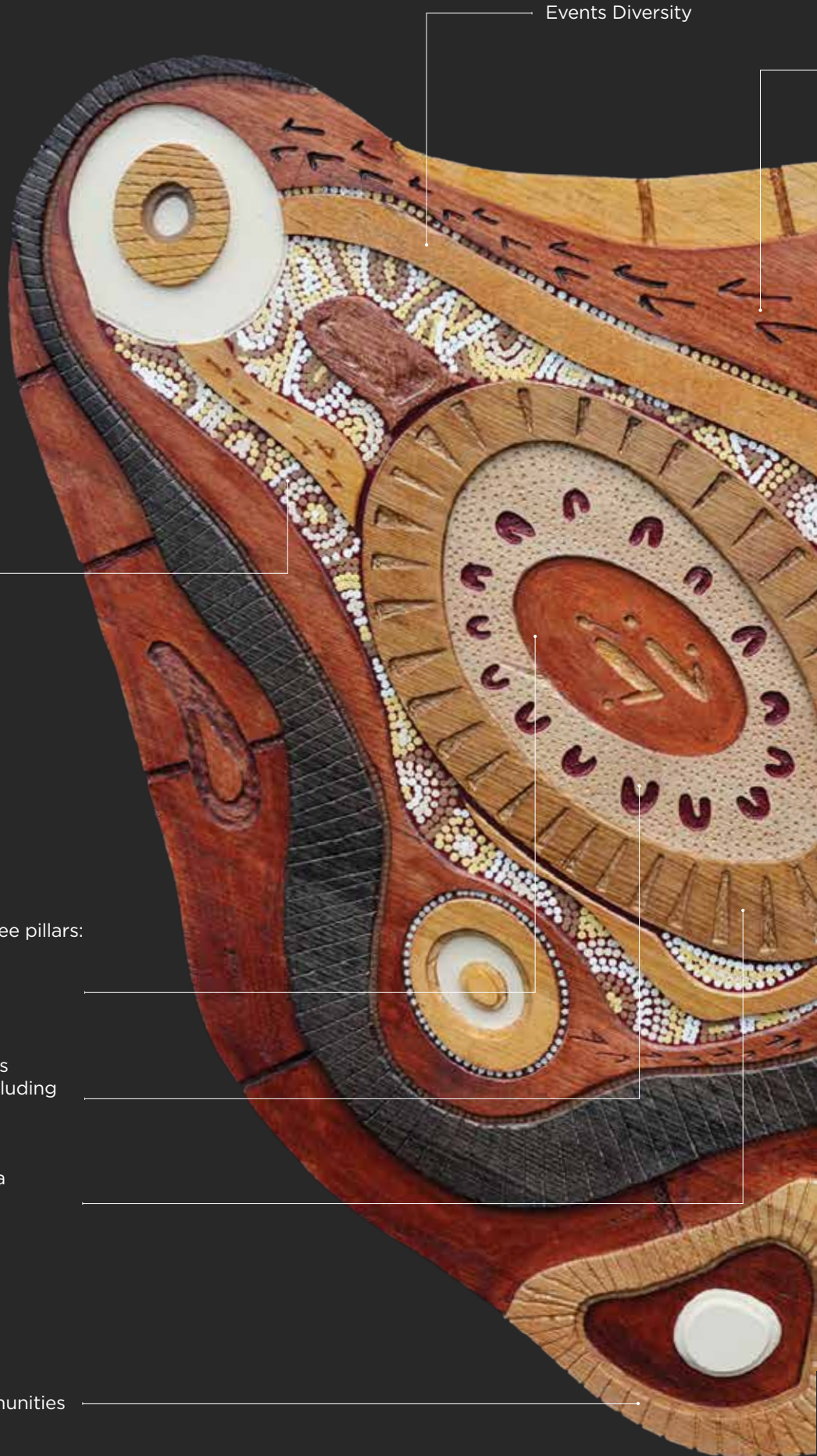
Adelaide Oval

The three circles represent three pillars:

- The centre circle features a kangaroo print, referencing Tarntanya TarnTa Kanya.
- The second circle represents the gathering of people, including the public, commercial, and sporting staff.
- The third circle symbolises a culturally safe space and a world-class structure.

Some of the Pathways to the city centre and the Linear Park walkways are also incorporated.

ARTWORK



Events Diversity

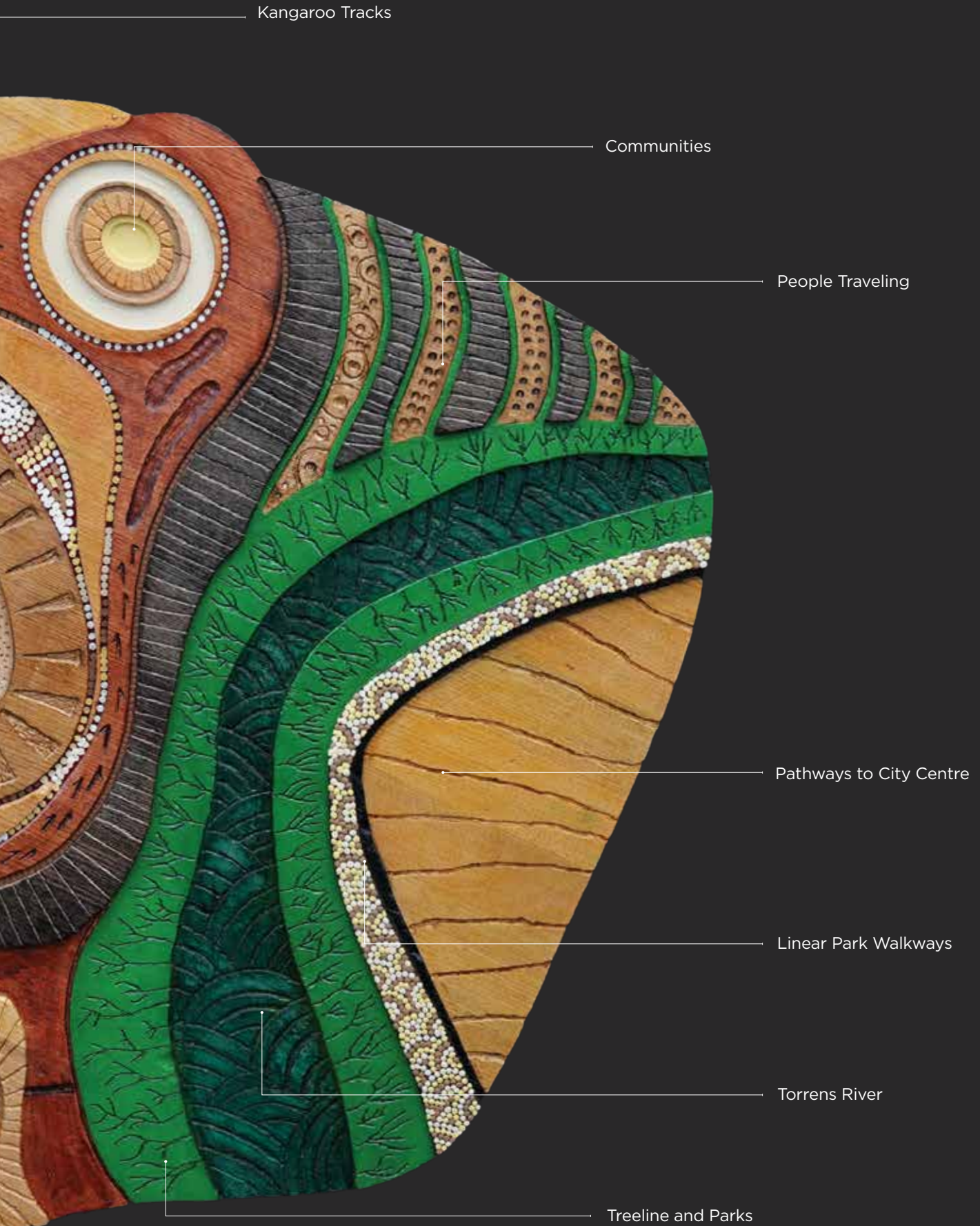
Solid Communication

Adelaide Oval

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Communities





RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2025	Commercial Manager
	Research best practice principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Commercial Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	General Manager - People & Culture
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	General Manager - People & Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	General Manager - People & Culture
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2025	Chief Executive Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2025	Commercial Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2025	Commercial Manager
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	General Manager - People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	General Manager - People & Culture



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2025	Organisational Development Manager
	Conduct a review of cultural learning needs within our organisation.	June 2025	Organisational Development Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Use our understanding of different Aboriginal language groups' and peoples' connection with the lands on which we operate to tailor our Acknowledgements of Country depending on location, see Adelaide Oval SMA Local Acknowledgements of Country for guidance.	January 2025	RAP Working Group Chair
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Organisational Development Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC week.	June 2025	Organisational Development Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	RAP Working Group Chair
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Working Group Chair



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2025	General Manager - People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	General Manager - People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2025	Commercial Manager
	Research SA-based Aboriginal and Torres Strait Islander business directories and develop a list of Aboriginal and Torres Strait Islander suppliers.	August 2025	Commercial Manager





GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Maintain an effective RAP Working Group to drive governance of the RAP.	Maintain an effective RAP Working Group to govern RAP implementation.	January 2025	RAP Working Group Chair
	Draft a Terms of Reference for the RAP Working Group	January 2025	General Manager - People & Culture
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	October 2025	RAP Working Group Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2025	RAP Working Group Members
	Engage senior leaders & board members in the delivery of RAP commitments.	January 2025	RAP Working Group Chair AND Chief Executive Officer
	Appoint a senior leader to champion our RAP internally.	January 2025	Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2024	RAP Administrator
12. 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	RAP Administrator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Administrator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	31 October annually	RAP Working Group Chair
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	RAP Working Group Chair



Adelaide Oval

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