



MELBOURNE FOOTBALL CLUB
INNOVATE RECONCILIATION ACTION PLAN

FEBRUARY 2022 – JANUARY 2024

ACKNOWLEDGEMENT OF COUNTRY

The Melbourne Football Club acknowledges and pays respect to the Traditional Owners of the land in which we are privileged to play our great game of AFL on throughout Australia.

We recognise the continued connection our custodians have to the land and its waters, and respectfully acknowledge Elders past, present and emerging and their contribution to the broader community, as we work towards an equitable and reconciled Australia.



MESSAGE FROM THE CEO AND PRESIDENT

It is with great pride that the Melbourne Football Club launches its second Innovate Reconciliation Action Plan.

In 2017, the launch of our inaugural Innovate Reconciliation Action Plan (RAP) marked an important moment in our club's history, as we took a crucial step towards reconciliation.

Through commitment to our vision, of uniting Aboriginal and Torres Strait Islander peoples with non-Indigenous people, we have achieved significant outcomes and strengthened the connection not only within our organisation, but in the broader community.

Our presence in the Alice Springs region, where we are fortunate enough to hold the 'Heart of the Nation' match, is stronger than it has ever been. Eighty kilometres away, in the region of Santa Teresa, we have had the honour of working collaboratively to re-grass the local oval; a project that is very close to our hearts. Bringing the community's dream of a lush, green oval to life is not only increasing sport participation in Santa Teresa but spreading joy far and wide. We continue to foster a strong relationship with our Next Generation Academy zones, both in Victoria and the Northern Territory, to support positive outcomes for Aboriginal and Torres Strait Islander peoples.

The Melbourne Football Club recognises its position as a leader, and the impact our Board, staff, players, members and supporters have on the journey towards a reconciled Australia. This RAP will provide further opportunity to grow alongside, learn from, and work collaboratively with Aboriginal and Torres Strait Islander peoples.

Everyone at the Melbourne Football Club is committed to the pursuit of reconciliation and creating a club where everyone feels proud to belong. We are excited to continue our reconciliation journey as we throw ourselves, wholeheartedly, into our second iteration of the RAP, challenging ourselves to create an even stronger connection to, and understanding of, Aboriginal and Torres Strait Islander cultures.



A handwritten signature in white ink, reading 'Gary Pert'.

GARY PERT
Chief Executive Officer

Sport binds people together, regardless of background. It allows us to acknowledge history, while celebrating the present and proactively working towards a better future. It creates opportunity to educate and inspire change.

The Melbourne Football Club is a club of inclusivity. We are united in our quest for a reconciled country, where all Australians can share in a national identity. We understand and embrace our responsibility on this journey, both within the AFL and the wider community.

As a club, we celebrate Aboriginal and Torres Strait Islander peoples' rights, cultures, and history. We will continue to strengthen our relationships, build and demonstrate respect, and create opportunities for the next generation of Aboriginal and Torres Strait Islander peoples. We will continue to be active allies.

Australia is home to the oldest living culture in the world, and we, at the Melbourne Football Club, take pride in that. We look forward to building on what we have achieved to date and taking further steps towards reconciliation over the next three years of this RAP and beyond.



A handwritten signature in white ink, reading 'Kate Roffey'.

KATE ROFFEY
President



MESSAGE FROM RECONCILIATION AUSTRALIA CEO

Reconciliation Australia commends Melbourne Football Club on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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. Melbourne Football Club continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Melbourne Football Club will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Melbourne Football Club using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Melbourne Football Club to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Melbourne Football Club will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Melbourne Football Club's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Melbourne Football Club on your second Innovate RAP and I look forward to following your ongoing reconciliation journey

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION FOR RECONCILIATION



The Melbourne Football Club is proud to make a commitment to fully support reconciliation, now and into the future. Our vision for reconciliation is to unite Aboriginal and Torres Strait Islander peoples with non-Indigenous people through the game of AFL. We will use our national profile to influence the journey to an equitable and reconciled Australia. We understand the significance that AFL has within Aboriginal and Torres Strait Islander communities and the role it plays in allowing us the platform to respectfully and meaningfully engage with communities and a broader range of stakeholders. We will continue to gather an understanding of, and embrace, reconciliation within our organisation and community, with the aim to truly value and embrace the histories and cultures of Aboriginal and Torres Strait Islander peoples within our club.

Through our second Innovate RAP, we will create a nurturing, welcoming and inclusive environment that is socially, culturally, and spiritually safe and accessible for Aboriginal and Torres Strait Islander peoples, now and into the future. This RAP formalises our ongoing commitment to maintaining these strong relationships.

Melbourne has a proud history of Aboriginal and Torres Strait Islander players and involvement in local communities. We have a long-held and strong connection with Aboriginal and Torres Strait Islander footballers as an AFL club. This is especially evident through our work in Alice Springs and, more broadly, in our partnership with the Northern Territory Government and the AFL, which provides us with an opportunity to play AFL games in this beautiful part of Australia.

We are privileged to work within football, which has the ability to influence and lead, and we see this as an opportunity to challenge community views, strengthen outcomes and be a leader in creating genuine opportunities for Aboriginal and Torres Strait Islander peoples.

OUR BUSINESS



The Melbourne Football Club journey started in 1858 when our founding members wrote the rules of the game and then became the inaugural VFA/VFL/AFL club. The club still carries the distinction of being the oldest professional sporting club in the world.

Melbourne currently employs approximately 198 full-time, part-time, and fixed-term staff including athletes, located in Melbourne. As of 2021, Melbourne has seven Aboriginal and/or Torres Strait Islander staff members including players Toby Bedford, Steven May, Krstel Petrevski, Kysaiah Pickett, Deakyn Smith and Harmony Thomas, along with former player and Melbourne life member Matthew Whelan, in the capacity of the club's Indigenous Project Officer.

Although Melbourne-based, the club operates nationally within the Australian Football League, playing our home games at the MCG and one game in Alice Springs. 447,000 people identify nationwide as Melbourne supporters of which 54,495 were paid members in 2021.

In 2010, the club committed to playing games in the Northern Territory, when it partnered with Tourism NT. We continue to see the Northern Territory community as a key partnership, as it gives the club the opportunity to reflect its support and dedication to the ongoing education of our players, supporters and staff of outback Aboriginal and Torres Strait Islander communities. We, in turn, can give back and be part of the local communities by playing in Alice Springs during

the Sir Doug Nicholls Indigenous Round, holding community camps, organising and attending activities, and being part of and learning more about local customs and traditions. We will also look to continue to strengthen our relationship with the specific community of Santa Teresa, where after a collaborative process, we have re-grassed the town's oval in an effort to improve physical and mental health outcomes for the community.

Melbourne's Next Generation Academy (NGA) is a football and personal development program that operates in the Casey, Dandenong and Mornington Peninsula regions of Victoria, as well as Alice Springs. Established in 2016, the academy involves girls and boys between the ages of 11 to 15, who participate in a long-term development program under the guidance and support of professional coaches. The specialised training program is targeted to the specific age group and covers topics outside of football such as healthy eating, goal setting and leadership. As part of our commitment to reconciliation and opportunity for all, an Aboriginal and Torres Strait Islander specific talent stream has been identified as a key focus for our Next Generation Academy.

The club's fan engagement and community activities are delivered in the City of Melbourne, Northern Territory, Bayside, Stonnington, Boroondara, Greater Dandenong and Casey regions.



OUR RAP

Melbourne has a proud history of Aboriginal and Torres Strait Islander players and involvement in local communities. We have long held a strong connection with Aboriginal and Torres Strait Islander footballers as an AFL club – here in Melbourne and across the other states and territories. The development of this RAP ensures a framework exists for an ongoing and formalised commitment to reconciliation.

Through our second Innovate RAP, we aim to nurture a welcoming and inclusive environment that is socially, culturally and spiritually safe and accessible for Aboriginal and Torres Strait Islander peoples, now and into the future.

The RAP is endorsed by Melbourne CEO Gary Pert, championed by GM – AFL Football Performance, Alan Richardson and is supported by the RAP Working Group. The RAP Working Group consists of the following people, including Matthew Whelan who identifies as Aboriginal. This group monitors the development, implementation and reporting of the RAP:

Matthew Whelan

INDIGENOUS PROJECT OFFICER

Jimmie Martin

IT MANAGER

Ryan Earles

HEAD OF DIGITAL AND GROWTH

Clare Pettyfor

GENERAL MANAGER OF MEDIA AND COMMUNICATIONS

Marcus Wagner

GENERAL MANAGER FOOTBALL OPERATIONS AND AFLW

Jess Vandelaak

GENERAL MANAGER – HUMAN RESOURCES

Declan Adams

MEMBERSHIP SALES & TICKETING MANAGER

Libby Blampied

GENERAL MANAGER – MARKETING & DIGITAL

Mat Bell

HEAD OF SALES & EVENTS

The club has been incredibly fortunate to also have the following individual(s) as external advisors to assist us on our reconciliation journey:

Chris Heelan

NATIONAL INDIGENOUS MANAGER FOR AUSTRALIA POST



OUR RECONCILIATION JOURNEY



Since our reconciliation journey began in July 2017, we are proud to highlight the positive impact we have had not only within our own organisation, but in the broader community. Some of our achievements to date are listed below:

- The club launched our newest mascot 'Flash', in recognition of our only Aboriginal and Torres Strait Islander player, Aaron Davey, to have won a Best & Fairest award. 'Flash' was the first mascot in the AFL to represent Aboriginal and Torres Strait Islander peoples.
- The club launched the 'Heart of the Nation' game in Alice Springs with national exposure on the Seven Network. This opportunity included celebrations of culture and shows of reconciliation across the week.
- The club established a Memorandum of Understanding (MOU) between the Melbourne Football Club and the Redtails, a Central Australia football program, formed in 2017.
- The club recorded the Melbourne theme song in two local languages – Arrernte (the local language of Central Australia) and Woiwurrung (the local language of the Kulin Nation of Central Victoria).
- The club engaged local artists and artefact makers to design Indigenous guernseys and cultural gifts. The designs have been proudly worn across all four teams – AFL, AFLW, VFL, VFLW – while the gifts have been exchanged with other clubs.
- The club has run annual cultural immersion experiences in the Northern Territory for staff and key stakeholders.
- The club partnered with the Department of Education and Training (DET) and launched campaign videos to address racism and bullying in schools.
- The club partnered with the Victorian Aboriginal Education Association Inc. (VAEAI) Graduates Award Night and sponsored a Resilience Award.
- The club introduced Cultural Protocol Guidelines.
- The club introduced Ceremonial Leave for Aboriginal People and Torres Strait Islander peoples.
- The club educated staff and players on Aboriginal and Torres Strait Islander cultures and histories, including a Yarra Park culture walk with a local Elder.
- The club engaged Cultural Choice as our primary stationery supplier.
- The club facilitated traineeships, internships, and mentoring opportunities for Aboriginal and Torres Strait Islander peoples.
- The club held and participated in National Reconciliation Week events

THE SANTA TERESA OVAL PROJECT



Melbourne's RAP Working Group is proud to share that, in conjunction with the Atyenhenge Atherre Aboriginal Corporation (AAAC) and the Santa Teresa community, the club launched a project in 2017 for the 'grassing of the Santa Teresa Oval'.

Santa Teresa is a part of the central desert community, located approximately 80kms out of Alice Springs, off a long, straight and bumpy dirt road. After years of strong community relationships, the AAAC approached the Melbourne Football Club to fund a feasibility study into the prospect of re-grassing the Santa Teresa town oval. The feasibility study was completed and stage one of designing the oval, in consultation with local builders, begun in 2018.

The oval was a red dirt pitch and a clay sandy loam. As such, the ground was hard and unstable, which increased the risk of injury, severely restricted participation and failed to allow aspiring footballers to practice their game. The oval posed a hazard to the community when the wind picked up, creating dust storms, and with its proximity to the primary school, it posed many health threats.

In June 2019, with support from the Northern Territory Government grants and the Melbourne Football Club, capital works begun. By 2020, the oval was green. However, our job is not done. The oval will cost thousands of dollars a year to maintain, so the Melbourne Football Club has been working with donors, stakeholders and partners to make this a sustainable effort. Plans are in place with Santa Teresa Enterprises to help them grow their local businesses and provide more jobs, with staff volunteering their time to help these businesses.

With the oval now full of lush, green grass, we hope Santa Teresa will become a regional sports hub of Alice Springs and the central desert community. With complete grass coverage, the Santa Teresa oval is an inviting space for all members of the community to participate in sport and enable them to engage in a healthier lifestyle. The project seeks to harness the passion for sports in Santa Teresa and Central Australia and bring about sustainable change in the Northern Territory communities.



RELATIONSHIPS

There is a strong connection with Aboriginal and Torres Strait Islander peoples within the AFL and the wider AFL community. By nurturing these relationships, we believe we can have a positive influence on the outcomes of Aboriginal and Torres Strait Islander peoples as well as broader community views on issues such as reconciliation, awareness and respect.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> Host an internal NRW event where Traditional Owners and local Elders are invited, along with Aboriginal and Torres Strait Islander staff, non-Indigenous staff, players, key external stakeholders and community supporters, to celebrate NRW and Aboriginal and Torres Strait Islander cultures. 	May 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with stakeholders (select fan groups, Board members, staff and players) by inviting stakeholders to a NRW internal event. 	May 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Encourage staff and players to attend an external NRW event. This can be on company time and be classified as community leave. 	May 2022, 2023	General Manager - Human Resources
	<ul style="list-style-type: none"> Promote NRW in the Northern Territory during our annual 'Heart of the Nation' match. Hold player and staff appearances to promote Trachoma awareness and strengthen relationships between the club and local communities. 	May 2022, 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> Register all NRW events via Reconciliation Australia's NRW website. 	April 2022, 2023	General Manager - Marketing & Digital
	<ul style="list-style-type: none"> Ensure our RAP Working Group and senior leaders participate in at least one external event to recognise and celebrate NRW. 	May 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Circulate key Reconciliation Australia resources for NRW every year to our stakeholders (select fan groups, Board members, staff and players). 	May 2022, 2023	Indigenous Project Officer
2. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Strengthen existing relationships within our Next Generation Academy (NGA) zones in Victoria and the Northern Territory, conduct community visits to the local Aboriginal co-ops, and liaise with Northern Territory communities and government through strategy and community engagement. 	April 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Explore options to establish a formal partnership with the Archie Roach Foundation. 	April 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Support Trachoma awareness through the University of Melbourne Indigenous Eye Health Unit. 	March 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Create an opportunity for a club staff member to sit as a representative on an external RAP committee. 	August 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Engage with local Elders to build strong relationships of trust, education and support. 	February 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Continue to visit Aboriginal and Torres Strait Islander communities to engage staff, players and local communities at community camps in the city of Casey. 	February 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Invite past Aboriginal and Torres Strait Islander peoples (players and staff) to events to ensure ongoing and beneficial relationships. 	February 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Implement, review and update our engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. 	March 2022, November 2022, 2023	General Manager - Marketing & Digital
	<ul style="list-style-type: none"> Continue to meet with local Aboriginal and Torres Strait Islander organisations to implement and review guiding principles for future engagement. 	February 2022	Indigenous Project Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Display our revised RAP (including overview of achievements to date) on the Melbourne Football Club website and other print and media sites to make it available for all staff, members, supporters and the wider community to access. 	February 2022	General Manager - Marketing & Digital
	<ul style="list-style-type: none"> A RAP launch event to be delivered with attendance by Aboriginal and Torres Strait Islander stakeholders and club staff, non-Indigenous staff, players, key external stakeholders and community supporters. 	February 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Develop and implement a communication strategy to ensure all staff of the Melbourne Football Club, players and key external stakeholders understand the current activities, events and information sessions being undertaken by the RAP Working Group and reconciliation in a greater context. 	March 2022	Head of Digital and Growth
	<ul style="list-style-type: none"> Develop a formal partnership with an Aboriginal and Torres Strait Islander media agency and/or platform. 	March 2022	Head of Digital and Growth
	<ul style="list-style-type: none"> Work closely with major media outlets (newspapers, AFL Media and broadcasters) and utilise the AFL, to raise external awareness of our RAP and share our story, via our game in Alice Springs. 	May 2022	Head of Digital and Growth
	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	March 2022, July 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	February 2022, July 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Collaborate with other like-minded organisations with RAPs to develop ways to advance reconciliation. 	February 2022, July 2023	Indigenous Projects Officer
	<ul style="list-style-type: none"> Ensure the Annual General Meeting (AGM) agenda includes allocated time for discussion on our commitment to and involvement in reconciliation. 	February 2022, 2023	IT manager
	<ul style="list-style-type: none"> Produce at least six media releases a year about our Aboriginal and Torres Strait Islander players or the Aboriginal and Torres Strait Islander initiatives the club is involved in. Distribute media releases to a variety of outlets, including Aboriginal media outlets. Communicate the stories behind the meaning and significance of our Indigenous guernsey designs to a national audience. 	December 2022, December 2023 May 2022, 2023	Head of Digital and Growth Head of Digital and Growth
4. Promote an inclusive atmosphere at our matches for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> Continue to deliver an inclusive experience at all club AFL home games at the MCG, including Welcome to Country (video) on the big screen pre-match, Acknowledgement of Country (text/slide) on the big screen during match, and anti-racism messaging (video) on the big screen at selected matches. 	February 2022, 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> Explore opportunities to work collaboratively with home teams to provide an inclusive experience at games where we are the away side. 	March 2022, 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> Continue to deliver an inclusive experience at our annual AFL 'Heart of the Nation' match in Alice Springs, including club song in Arrernte language, pre-match live Welcome to Country ceremony and curtain raiser match involving the local Redtails team. 	July 2022, 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> Continue to deliver an inclusive experience at all club AFLW home games including an Acknowledgement of Country delivered by match day MC. 	February 2022, 2023	Head of Digital and Growth

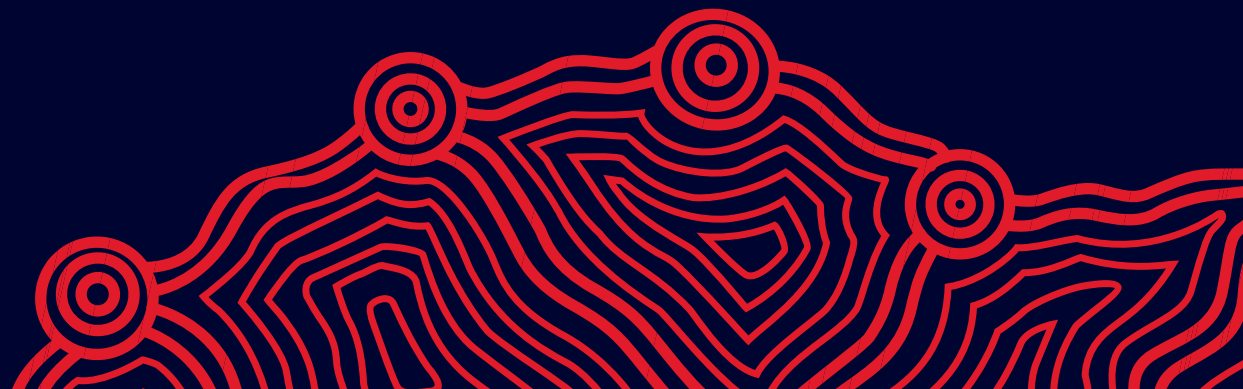
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Actively participate in anti-racism campaigns (current campaign: Victorian Department of Education, #ihaveyourback). 	Ongoing, review February 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Actively call out racism through our media channels. 	Ongoing, review February 2022, 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	May 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	March 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	March 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	May 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Ensure the club's racial vilification policy is reviewed annually and shared with all employees. 	August 2022, 2023	General Manager - Human Resources






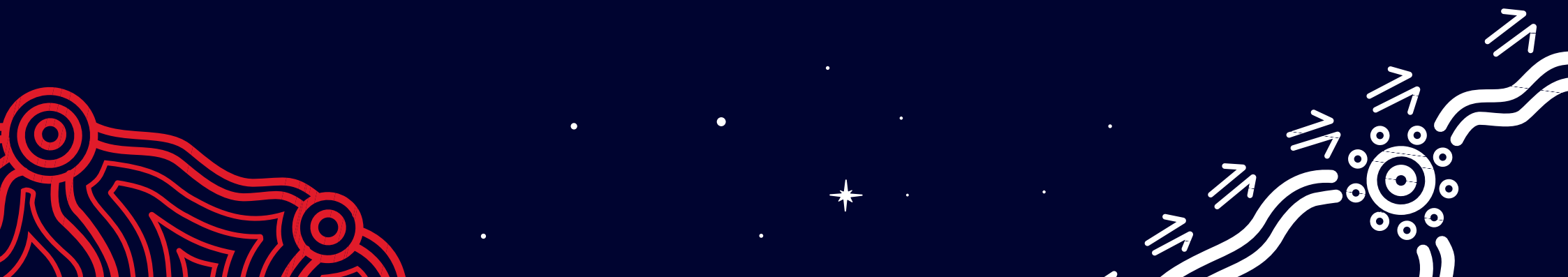
RESPECT

Respect for Aboriginal and Torres Strait Islander peoples can only be achieved by building respect among internal and external stakeholders. We have created a Welcome to Country video that will be played before each home game, developed in consultation with the Wurundjeri Elders, as well as displaying an Acknowledgement of Country plaque in our offices showing respect and acknowledging Aboriginal and Torres Strait Islander peoples.





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through continuous cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	March 2022	General Manager - Human Resources / Indigenous Project Officer
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	March 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Implement, review and enhance our cultural learning strategy for staff. <ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, General Manager - Human Resources, Executive Management Team, Board and other key leadership staff to participate in formal and structured cultural learning Provide opportunities for staff, players and key stakeholders to participate in cultural immersion programs All full-time staff will complete face to face cultural awareness training All casual staff will complete a cultural awareness module as a part of their induction 	May 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Research and document Aboriginal and Torres Strait Islander history of the Melbourne Football Club and the formation of Australian Rules Football and communicate these findings internally and externally. 	July 2022	Head of Digital and Growth
	<ul style="list-style-type: none"> Investigate local cultural experiences and immersion opportunities that can be provided to staff and players and build on existing cultural immersion opportunities provided in Santa Teresa, Northern Territory. 	July 2022	Membership Sales & Ticketing Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through cultural awareness and immersion programs and content. 	March 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> • Implement, review and enhance our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	March 2022	Head of Sales & Events
	<ul style="list-style-type: none"> • Develop a list of key contacts and process for staff to follow when organising a Welcome to Country. 	March 2022	Head of Sales & Events
	<ul style="list-style-type: none"> • Continue to display Welcome to Country video at Melbourne Football Club home games at the MCG (reviewed annually). 	March 2022, 2023	Head of Digital and Growth
	<ul style="list-style-type: none"> • Investigate opportunities to display Acknowledgement of Country before every AFLW, VFL and VFLW home game at Casey Fields. 	February 2022	Head of Digital and Growth
	<ul style="list-style-type: none"> • Continue to build and maintain existing relationships with Elders and Traditional Owners in Victoria and the Northern Territory with project updates and planning where applicable to local lands. 	November 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none"> - AFLW and AFL Best and Fairest events - Blockbuster matches, including ANZAC Day Eve and the Big Freeze - Business of Sport and other commercial events - Family Day - Community Camp Family Fun Night at Bunjil Place 	July 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. • Encourage external parties who utilise and host events at the club to observe cultural protocols. 	March 2022 March 2022	Head of Sales & Events Head of Sales & Events
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	July 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> • Review HR policies and procedures to remove barriers to staff and players participating in NAIDOC Week. 	July 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> • Hold an internal event to build respect for Aboriginal and Torres Strait Islander cultures and histories during NAIDOC Week. 	July 2022, 2023	Head of Sales & Events
	<ul style="list-style-type: none"> • Encourage and support all staff to attend an external NAIDOC Week event. This can be on company time and is considered community leave. 	July 2022, 2023	IT Manager
	<ul style="list-style-type: none"> • Build a piece of content to be shared on the website and with our stakeholders annually to promote NAIDOC week and its theme for each year in the broader community. 	July 2022, 2023	Head of Digital and Growth

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote respect for Aboriginal and Torres Strait Islander cultures and histories through our major events and game days.	<ul style="list-style-type: none"> Dedicate at least one game in our AFL and AFLW seasons to celebrating and promoting respect for Aboriginal and Torres Strait Islander cultures and histories, including the following deliverables: <ul style="list-style-type: none"> Ensure players wear Indigenous jumpers twice a year Play club song in local language (Wurundjeri for MCG game, Arrernte in Alice Springs) Organise an annual function or event to bring together past Melbourne Aboriginal and Torres Strait Islander players and families Distribute at least 500 match day tickets to Aboriginal and Torres Strait Islander groups Invite a local Traditional Owner to provide a Welcome to Country Engage an Aboriginal and/or Torres Strait Islander artist each year to design a guernsey that our AFL and AFLW players wear in at least one regular season match per season Develop a new Indigenous guernsey each year by an Indigenous artist with assistance from past and current players Include the Aboriginal and Torres Strait Islander flags if copyright approval allows Donate the proceeds from these jumpers, after paying the artists, to Aboriginal programs or communities Use jumpers as a base for creating additional merchandise items that are made available to staff, players and members of community 	November 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Through consultation with our Aboriginal and Torres Strait Islander staff, players, and local Elders, we will ensure that we respect the feelings, views and thoughts of Aboriginal and Torres Strait Islander people while creating a communication plan for 'Australia Day'. 	January 2023, 2024	Indigenous Project Officer
	<ul style="list-style-type: none"> Produce a content series that has Aboriginal and/or Torres Strait Islander Melbourne Football Club players and staff answer commonly asked questions about Aboriginal and Torres Strait Islander cultures and histories. 	March 2022	Head of Digital and Growth
	<ul style="list-style-type: none"> Engage Aboriginal and Torres Strait Islander authors, artists and Melbourne Football Club players to develop a children's book that promotes respect for Aboriginal and Torres Strait Islander cultures and histories. 	November 2022	Head of Sales & Events / Indigenous Projects Officer
	<ul style="list-style-type: none"> Display Aboriginal and Torres Strait Islander artwork throughout all Melbourne Football Club facilities. 	November 2022	IT Manager
	<ul style="list-style-type: none"> Display the Aboriginal and Torres Strait Islander flags at all Melbourne Football Club facilities. 	November 2022	IT Manager
5. Acknowledge staff members that contribute most to the club's reconciliation efforts to inspire others to contribute to Australia's journey to reconciliation.	<ul style="list-style-type: none"> The RAP Working Group is to vote each year on which individual has contributed most significantly to advancing reconciliation. 	November 2022, 2023	Indigenous Project Officer
	<ul style="list-style-type: none"> Recognise the individual annually at the club awards ceremony. 	December 2022, 2023	General Manager - Human Resources



OPPORTUNITIES

It is important for us as an organisation to reflect the diversity and opportunity of Melbourne as a city within our workforce, to experience and achieve the value this offers, to gain access to Aboriginal and Torres Strait Islander employees from a wide background and skill set, and to support our greater community. In line with our aim to reflect strength within diversity, we will recruit, endorse, mentor and train local Aboriginal and Torres Strait Islander candidates for all roles within the club.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including an employment and retention strategy and professional development. 	July 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Place available roles in Koori Mail, Indigenous Employment Australia and Indigenous Careers to attract candidates. 	July 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	July 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	July 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. 	July 2022	General Manager - Human Resources & Indigenous Projects Officer
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace. 	November 2023	General Manager - Human Resources Indigenous Projects Officer
2. Develop an Aboriginal and Torres Strait Islander procurement strategy to increase supplier diversity within our organisation.	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	November 2022, 2023	IT Manager
	<ul style="list-style-type: none"> Review and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services through the Supply Nation website. 	November 2022	IT Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2022	IT manager
	<ul style="list-style-type: none"> Develop at least one new ongoing commercial relationship with an Aboriginal and/or Torres Strait Islander business. 	February 2022	Head of Sales & Events
	<ul style="list-style-type: none"> Promote suppliers, businesses, and enterprises in the Santa Teresa community, including: <ul style="list-style-type: none"> Keringke Arts Traditional Craft (www.traditionalcraft.com.au) Retail and hospitality businesses including hairdressers, food stores and coffee vans 	November 2022	IT Manager
	<ul style="list-style-type: none"> Develop an understanding of local and relevant Aboriginal and Torres Strait Islander suppliers (Indigenous business directory) where we can source products and use to assist in building greater connections with our community. 	February 2022	IT Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Develop alternate pathways to employment for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> Develop and implement Aboriginal and Torres Strait Islander employment pathways, using existing partnerships with SportsReady and SEDA, and new partnerships with key institutes and community bodies (such as City of Casey, Torrens University, Chisholm). 	May 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Develop a structured internship program specific to Aboriginal and Torres Strait Islander candidates, including mentoring and onward connections using SportsReady, Torrens University, Chisholm, and other such institutions. 	November 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Partner with local schools in the heartland/Next Generation Academy (NGA) community to provide support for Aboriginal and Torres Strait Islander students to progress into tertiary education. 	November 2022	Player Development Manager
	<ul style="list-style-type: none"> Include designated spots for Aboriginal and Torres Strait Islander students within the work experience program. 	November 2022	General Manager - Human Resources
	<ul style="list-style-type: none"> Work with SportsReady and our commercial partners to provide employment pathways for Aboriginal and Torres Strait Islander people into their organisations. 	November 2022	Indigenous Project Officer
	<ul style="list-style-type: none"> Continue to invest in our Melbourne Academy Program, specifically the Alice Springs talent corridor, to enhance opportunities and outcomes for Aboriginal and Torres Strait Islander people by developing talented players and increasing rates of participation. 	November 2022, 2023	Indigenous Projects Officer Player Development Manager



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Report RAP achievements, challenges and learnings to Reconciliation Australia.	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2022, 2023	General Manager - Human Resources
	• RAP Working Group to collect data for the RAP Impact Measurement Questionnaire.	August 2022, 2023	IT Manager
	• RAP Working Group to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	August 2022, 2023	IT Manager
2. Build accountability and transparency through reporting RAP achievements, challenges and learnings to all stakeholders.	• Publicly report our RAP achievements, challenges and learnings annually on our club website and at the AGM.	February 2022, 2023	Head of Digital and Growth
	• Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2022, 2023	Head of Communications
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Indigenous Project Officer
3. Register via Reconciliation Australia's website to begin developing our next RAP.	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	May 2023	Indigenous Project Officer & IT Manager
	• Send draft RAP to Reconciliation Australia for review and feedback.	July 2023	Indigenous Project Officer & IT Manager
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	October 2023	Indigenous Project Officer & IT Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. RAP Working Group actively monitors RAP progress and implementation of actions, tracking progress and reporting.	• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group.	November 2022, 2023	Indigenous Project Officer
	• Ensure the RAP Working Group meets quarterly.	January, April, July, October 2022, 2023	IT Manager
	• Ensure the RAP Working Group oversees the ongoing development, endorsement and launch of our second RAP.	February 2022	Indigenous Project Officer
	• Establish and apply a Term of Reference for the RAP Working Group.	March 2022	Indigenous Project Officer
5. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	February 2022	Indigenous Project Officer / IT Manager
	• Have a dedicated RAP budget to facilitate Aboriginal and Torres Strait Islander programs, endorsed by club Executive Team.	February 2022	IT Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2022, 2023	Head of Communications
	• Appoint and maintain an internal RAP Champion from senior management.	February 2022, 2023	IT Manager
	• Develop and implement systems and capability needs to track, measure and report on RAP activities.	February 2022	IT Manager

TO FIND OUT MORE PLEASE CONTACT

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CURRENT & PAST INDIGENOUS PLAYERS OF THE MELBOURNE FOOTBALL CLUB



GEORGE
SIMMONDS



EDDIE
JACKSON



COLIN
GRAHAM



LES
BAMBLETT



ANDY
LOVELL



PHIL
EGAN



FABIAN
FRANCIS



SEAN
CHARLES



JEFF
FARMER



DAVID
COCKATOO-COLLINS



DONALD
COCKATOO-COLLINS



SCOTT
CHISHOLM



MATTHEW
WHELAN



AARON
DAVEY



SHANNON
MOTLOP



BYRON
PICKETT



ISAAC
WEETRA



AUSTIN
WONAEAMIRRI



JAMIE
BENNEL



NEVILLE
JETTA



LIAM
JURRAH



DOM
BARRY



JAY
KENNEDY HARRIS



JEFF
GARLETT



ALIESHA
NEWMAN



STEVEN
MAY



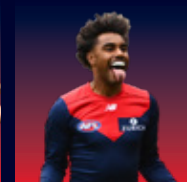
TOBY
BEDFORD



HARLEY
BENNEL



KRSTEL
PETREVSKI



KYSAIAH
PICKETT

List accurate as of February 2022

List only includes players who have played at least
one VFL/AFL or AFLW match.

The artwork used throughout this booklet was designed by Ky-ya Nicholson-Ward

Ky-ya is a proud Wurundjeri, Dja Dja Wurrung, Ngurai illum Wurrung, German and Irish woman based in Naarm (Melbourne).

Djirringu Art - djirringu.com

