

N O R T H M E L B O U R N E F O O T B A L L C L U B

INNOVATE RECONCILIATION ACTION PLAN

N O V E M B E R 2 0 1 8 – N O V E M B E R 2 0 2 0



ARTWORK (FRONT COVER)

2018 Sir Doug Nicholls Ouersey Design

The design is an aerial view of a winding river, running through a series of communities that represent today's football talent. It is symbolic of the North Melbourne Football Club – a place where the wider community can come together, and feel like they belong.

The design acknowledges our Country's Aboriginal and Torres Strait Islander ancestors, and celebrates those who've come before us. The artwork pays tribute to the club's ancestry and the connection between past, present and future.

Artist: Tarrise King



ACKNOWLEDGEMENT TO COUNTRY

The North Melbourne Football Club strives to meaningfully engage and collaborate with our communities; to create safe, welcoming, culturally-affirming and inclusive environments for all peoples. We believe in celebrating every person's unique attributes, knowing that these differences enrich and strengthen our country, community and organisation.

Australia's First Peoples have championed inclusion, knowledge sharing, and storytelling for thousands of years, and have preserved the memories and traditions of this land. Everyone born, or visiting this country, walks on the land of Aboriginal and Torres Strait Islander peoples, and has a responsibility to honour and uphold their incredible and continuing legacy. It is through this legacy that North endeavours to be bold, never beaten and real in operating our club and to ensure all people feel like they belong.

The North Melbourne Football Club and its not-for-profit community arm, The Huddle, respectfully acknowledge the Traditional Owners and Custodians of our training and home game venues, particularly the Wurundjeri, Wathaurong, Palawa and Muwinina Peoples. We pay our respects to Elders past, present and emerging; and recognise the resilience, strength, pride and passion of Australia's First Peoples.





hello solar

MELBOURNE V BRISBANE LIONS
SHERRIN
AFL

AFL
mazda

AFL
mazda
hello solar

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to celebrate, honour, and promote our deep and shared connection with Aboriginal and Torres Strait Islander Peoples; creating a community that champions respect and belonging for all.

The North Melbourne Football Club understands the importance of belonging – the unique connection between people, which unifies community. We proudly acknowledge and celebrate our Aboriginal and Torres Strait Islander cultures and heritage and recognise the importance of creating collaborative partnerships to drive sustainable and impactful change.





MESSAGE FROM THE CEO

The North Melbourne Football Club is proud to announce its second Reconciliation Action Plan (RAP); Innovate RAP, developed to further build and promote reconciliation in our club and wider community.

Our first RAP was launched in 2016, and North remains extremely proud of its First Australian history that has underpinned the club's rich history for more than 150 years.

North's Innovate RAP will further develop relationships, respect, honour and seek opportunities to ensure our links to Aboriginal and Torres Strait Islander communities remain strong.

This important work will allow us to honour the Aboriginal and Torres Strait Islander Peoples.

We are passionate about creating the most inclusive and welcoming environment for all people with Belonging one of four club values.

Our not-for-profit community arm, The Huddle, is a nationally recognised and award-winning establishment that has reached, engaged, supported and empowered young people of all walks of life to learn, grow and belong.

It is with great pride that we launch our second RAP initiative and continue to develop and enhance the work we do in our wider community for all people.



Carl Dilena
Managing Director & CEO



OUR BUSINESS



The North Melbourne Football Club was founded in 1869 and is an active member and competitor of the Australian Football League. North's administration and training facility is based at Arden Street in North Melbourne, and is characterised by its inner-city location, working-class background and a determination to succeed. The club has an envied culture and those lucky enough to have played in the royal blue and white stripes are dubbed 'Shinboners', a term which dates back to the 19th-century and local abattoir-workers.

The club's commitment to reconciliation honours the Aboriginal and Torres Strait Islander men and women who represent the North Melbourne Football Club, and pays respect to the Traditional Custodians of our home-training and home-playing venues, particularly the Wurundjeri, Wathaurong, Palawa and Muwinina Peoples.

The club and its acclaimed not-for-profit community arm, The Huddle, today employ 200 staff with a predicted 50 to join in the coming months (full-time, part-time and casual) across the club's regions of North Melbourne, Wyndham and Tasmania. The club is also represented by 123 footballers (AFL, AFLW, VFLW and VFL), this includes five Aboriginal players and one part-time staff member. North has 41,000 members and approximately 200,000 supporters nation-wide.

North is experiencing significant growth underpinned by three new teams including VFL, AFLW and VFLW competing from 2018 and beyond. In support of this growth, and the club's commitment to fairness and equity, North launched its five-year Gender Equality Strategy, acknowledging the multi-faceted and intersectional backgrounds of our staff, players, members and community. This growth, and subsequent work, presents a unique opportunity to build upon our RAP and strengthen pathways for more Aboriginal and Torres Strait Islander champions – on and off the field.





North is anchored by a set of unifying core values, aptly named the Shinboner values, that support and guide our aspirations as a club. The club strives to uphold the values of Real, Bold, Never Beaten and Belonging in all that we do. North acknowledges the vast impact sport, and in particular Australian Rules Football, can play in uniting all Australians through shared experiences and stories, and aspires to embed reconciliation in our workplace, at our games and in our community.

The club's Innovate RAP was developed through the ongoing collaboration, support and input from internal and external leaders of the Wurundjeri people, North Melbourne and the broader community. There are three Aboriginal and Torres Strait Islander members on the club's RAP working group, responsible for the development, implementation, launch and monitoring the club's Reconciliation Action Plan.

NMFC ACTION PLAN MEMBERS:

Carl Dilena - Managing Director & CEO

Jed Anderson - North Melbourne Footballer

James Bartold - Commercial & Strategy Manager

Leah Caluzzi - TPP Compliance & Academy Operations Manager

Neil Connell - Player Development Manager

Brad Copeland - AFL Victoria, Indigenous Programs Manager
(formally, North Indigenous Liaison Officer)

Jayde de Bondt - Manager, Diversity and Inclusion

Laura Kane - Football Operations Manager

Meg Lauritz - General Manager, People and Culture

Jamie MacMillan - North Melbourne Footballer

Cameron McLeod - General Manager, Community Engagement (Co-Chair)

Aunty Joy Murphy - Wurundjeri Elder (Co-Chair)

Heath O'Loughlin - General Manager, Communications and Marketing

Chris Simmonds - General Manager, Finance and Administration

Megan Krakouer - Volunteer

Internal to the organisation, the RAP is championed by the general manager – community engagement, and the manager – diversity and inclusion. North is also in the process of developing an Aboriginal and Torres Strait Islander Advisory Group, separate to the RAP Working Group, who provide feedback and consultation on reconciliation initiatives, and creating an inclusive, safe and culturally supportive workplace for Aboriginal and Torres Strait Islander employees.

It is the club's intent that the Advisory Group will be made up of Aboriginal and Torres Strait Islander players, employees, key stakeholders and community leaders.

North Melbourne has shown an ongoing commitment to reconciliation with Australia's First Peoples. In 1951, Percy Johnson became the first Aboriginal North Melbourne player, and marked the first of many esteemed Aboriginal and Torres Strait Islander players including Barry Cable, Jim and Phil Krakouer, and more recently Daniel Wells, Lindsay Thomas and Jed Anderson. In the past two years, North has worked to deepen its relationship with Aboriginal and Torres Strait Islander communities across Australia, beyond a football-playing level, particularly those from the traditional Wurundjeri, Wathaurong, Palawa and Muwinina countries.

Since North's reflect RAP launch in May 2016, the club has strengthened its connection and commitment to reconciliation. The club has worked to provide safe, culturally supportive and affirming environments through the appointment of a part-time North Indigenous Liaison Officer, and the establishment of the Indigenous Host Family Network in Melbourne; for Aboriginal and Torres Strait Islander football players who've relocated to Melbourne for work. Since this was established, five players and their families have been supported through these initiatives.

In 2017, all North staff (including players) underwent extensive Cultural Awareness Training. The four-hour training session was run by Leon Egan; a proud First Australian man with strong Yorta Yorta/Bangerang, Wiradjuri and Gunditjmara heritage. Since this initial training, the club has recognised the need to establish an ongoing curriculum to maintain cultural competence, and is collaboratively creating a curriculum for all staff with local elders and emerging leaders. As a club, North also



supports cultural awareness training at community football clubs, to build initiatives that support young Aboriginal and Torres Strait Islander players in North Melbourne, Wyndham and Tasmania.

Over the last three years, North has commissioned two Aboriginal artists – Sarrita King (2016, 2017) and Tarrise King (2018) – to design the club's Sir Doug Nicholls Round guernseys. Permission was granted by Mr Harold Thomas and the Torres Strait Island Regional Council to prominently display the Aboriginal and Torres Strait Islander flags on the front of these jumpers. To the best of North's knowledge, this is the first time both flags have been displayed on any elite sporting club jumper. These designs were created in collaboration with the club's First Australian football players, to foster greater inter-club respect and relationships.

OUR RAP

The club has continued to develop initiatives that celebrate and promote reconciliation through industry-led events like the Sir Doug Nicholls Round, and culturally significant events like NAIDOC. In 2018, the 'Iggy Boys' – a school troupe from Queensland, performed some traditional Torres Strait Islander dances to the North Melbourne players to pay homage to Aboriginal and Torres Strait Islander players, past and present, ahead of the Sir Doug Nicholls Round. North also ran a series of 'lunch and learn' film sessions for all staff ahead of NAIDOC week. Films that were shown included; Murundak - Songs of Freedom, Gurrumul, First Footprints, We don't need a Map, and Rabbit Proof Fence. It is through these actions, the club has become a culturally rich football club; one that stands for a community that is safe, inclusive and welcoming.

Since our first RAP two years ago, a key learning has been the importance of consultation and collaboration with North's Aboriginal

and Torres Strait Islander players and employees in club lead reconciliation initiatives and planning. It is through this learning, that North Melbourne have pro-actively sought and encouraged feedback from these team members to guide positive outcomes towards the creation of a more reconciled nation. Similarly, North Melbourne has also learned that in order to make reconciliation a priority, the leaders of the club need to be visibly involved in the development and execution of the plan. As such, four senior club leaders now sit on the RAP working group, with additional support from the club managing director and CEO – Carl Dilena – at board level. It is hoped through these actions, that the club can embed reconciliation and inclusion across the entire business, deep-rooted in our Shinboner values of Real, Bold, Never Beaten and Belonging.





RELATIONSHIPS

We are here because of our members, our supporters and our community. We are determined to continue deepening our relationships with our community; keeping our culture true, our heritage rich, and our future bright.

RELATIONSHIPS

Focus area: Celebrating our Aboriginal and Torres Strait Islander Peoples and land, to reinforce the importance of **belonging**

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|--------------------------------|----------------------------------|
| 1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting | Ensure RWG oversees the development, endorsement and launch of the RAP | November 2018 | GM, Community Engagement |
| | Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG, including a senior elder from the Wurundjeri people. | December 2018 December 2019 | GM, Community Engagement |
| | Establish Terms of Reference for the RWG. | December 2018 | Manager, Diversity and Inclusion |
| | Facilitate bi-monthly working group meetings to monitor and report on RAP implementation. Facilitate fortnightly operational meetings to progress annual workplan actions | June 2019 June 2020 | Manager, Diversity and Inclusion |
| | Appoint a secretary to document and circulate minutes from each RAP working group meeting. | 30 November 2018 | Manager, Diversity and Inclusion |
| | Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence. | February 2019 | Manager, Diversity and Inclusion |
| | Provide one day of volunteer leave for all staff to support Aboriginal and Torres Strait Islander organisations and/or community-based projects. Identify and circulate suitable options for staff through the club intranet. | January 2019 January 2020 | GM, Community Engagement |

RELATIONSHIPS

Focus area: Celebrating our Aboriginal and Torres Strait Islander Peoples and land, to reinforce the importance of **belonging**

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|----------------------|----------------------------------|
| 2. 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 | Organise at least one internal event for NRW each year | May 2019 May 2020 | Events Manager |
| | Register all NRW events via Reconciliation Australia’s NRW website. | May 2019 May 2020 | Manager, Diversity and Inclusion |
| | Support an external NRW event bringing together our AFL, AFLW, VFL and VFLW teams | May 2019 May 2020 | Manager, Diversity and Inclusion |
| | Ensure our RAP working group participates in an external event to recognise and celebrate NRW. | May 2019 May 2020 | Manager, Diversity and Inclusion |
| | Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories with North Melbourne staff members (including players). | May 2019 May 2020 | Manager, Diversity and Inclusion |
| | Provide staff with advance notice of NRW activities and encourage staff to participate in external events to recognise and celebrate NRW. | May 2019 May 2020 | Manager, Diversity and Inclusion |
| | Encourage Aboriginal and Torres Strait Islander staff and players to share their stories of reconciliation | May 2019 May 2020 | Manager, Diversity and Inclusion |
| | Liaise with AFL media to ensure stories of reconciliation are told, where appropriate (and with the persons permission) | May 2019 May 2020 | Manager, Diversity and Inclusion |

RELATIONSHIPS

Focus area: Celebrating our Aboriginal and Torres Strait Islander Peoples and land, to reinforce the importance of **belonging**

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|----------------------------------|---|
| 3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. | 30 November 2019 | GM, Community Engagement |
| | Meet with two local Aboriginal and Torres Strait Islander organisations – one in Melbourne/Wyndham, and one in Tasmania - to develop guiding principles for future engagement in both North Melbourne and Hobart. | 30 November 2019 | Manager, Diversity and Inclusion |
| | Commit to establishing a formal two-way partnership with an Aboriginal and Torres Strait Islander organisation aligned to NMFCs Charity and Community Partnership Framework | January 2019 January 2020 | GM, Community Engagement |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | Develop and implement a strategy to communicate our RAP to all internal and external stakeholders | December 2018 | Managing Director & CEO |
| | Ensure senior leaders are involved in the delivery of RAP outcomes | November 2018 November 2019 | Managing Director & CEO |
| | Launch the North Melbourne Innovate RAP to all staff and players | November 2018 | GM, Community Engagement |
| | Provide a copy of the North Melbourne Innovate RAP to all staff, members and corporate partners of the club | November 2018 | HR Manager |
| | Communicate an update on RAP progress at quarterly all staff meetings | June 2019 June 2020 | Manager, Diversity and Inclusion |
| | Include a detailed breakdown of the RAP during employee induction process | November 2018 November 2019 | HR Manager |
| | Encourage sponsors and junior football clubs in our Next Generation Academy regions to develop a RAP | December 2018 December 2019 | Manager, Diversity and Inclusion, Commercial & Strategy Manager |
| Support one affiliated reconciliation campaign, encouraging reconciliation events in up to three junior football clubs in our Next Generation Academy regions | February 2019 | Manager, Diversity and Inclusion | |

RELATIONSHIPS

Focus area: Celebrating our Aboriginal and Torres Strait Islander Peoples and land, to reinforce the importance of **belonging**

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|--------------------------------|----------------------------------|
| 5. Promote positive race relations through anti-discrimination strategies | Engage the Australian Human Rights Commission, AFL Media and Reconciliation Australian to determine how North Melbourne can publicly promote positive race relations | November 2019 | Manager, Diversity and Inclusion |
| | Continue to be a formal supporter of the Australian Human Rights Commission's Racism: It Stops with Me Campaign. | November 2019 | Manager, Diversity and Inclusion |
| | Develop a communication strategy for addressing racism on and off the field. | January 2019 | Manager, Diversity and Inclusion |
| | Investigate opportunities to collaborate with other AFL clubs to promote anti-discrimination messages. | November 2018 November 2019 | Manager, Diversity and Inclusion |





RESPECT

North Melbourne has a strong Aboriginal and Torres Strait Islander history through our current and past players, members and supporters. We acknowledge and respect our history and we share a connection with the Wurundjeri community, the Elders of the land of our spiritual home at Arden Street, North Melbourne.

Focus area: Educating our players, staff, members and partners about our proud Aboriginal and Torres Strait Islander heritages and cultures. Being **real** is a genuine expression of our origins.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|--|--------------------------------|----------------------------------|
| 6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements | Develop and implement an ongoing Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff, players and coaches. The training should define cultural learning needs of employees in all areas of our business and consider various ways cultural learning can be provided through face to face workshops or cultural immersion. Where possible we will investigate undertaking cultural awareness training on the traditional land of past and present players of the club. | November 2018 November 2019 | GM, People and Culture |
| | Investigate undertaking cultural awareness training on the traditional land of past and present players of the club (where possible) | April 2019 April 2020 | GM, People and Culture |
| | Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in regular and ongoing cultural training. | November 2018 November 2019 | HR Manager |
| | Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. | November 2018 November 2019 | GM, Community Engagement |
| | Provide formal face-to-face cultural awareness training sessions for all host families that will support Aboriginal and/or Torres Strait Islander players | November 2018 November 2019 | Player Welfare Manager |
| | Investigate local cultural experiences and immersion opportunities for staff and first year players in partnership with the Koori Heritage Trust | November 2018 November 2019 | Player Welfare Manager |
| | Investigate ways to share Aboriginal and Torres Strait Islander Peoples histories, cultures and spiritualities in consultation with our First Australian players and community members, so it's a respectful representation through-out our facilities. | November 2018 November 2019 | GM, Communications and Marketing |
| | Provide cultural awareness training for the North Melbourne Football Club cheer squad. | 31 March 2019 | Manager, Diversity and Inclusion |
| | Investigate opportunities for up to two staff to undertake a week-long cultural immersion program each year across Victoria or Tasmania. Recipients to present learnings and new knowledge to all staff. | August 2019 | GM, Community Engagement |

Focus area: Educating our players, staff, members and partners about our proud Aboriginal and Torres Strait Islander heritages and cultures. Being **real** is a genuine expression of our origins.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|--------------------------------|----------------------------------|
| 7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning | Develop, implement, and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. | 31 March 2019 | GM, Communications and Marketing |
| | Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. | 31 March 2019 | GM, Community Engagement |
| | Invite a Traditional Owner to provide a Welcome to Country at all key events | 31 March 2019 | GM, Community Engagement |
| | Include an Acknowledgement of Country at the commencement of all important internal and external meetings. | November 2018 November 2019 | Managing Director & CEO |
| | Create an Acknowledgment of Country video featuring senior local Elders and Aboriginal and Torres Strait Islander players to be shown on the big screen and heard over the loudspeaker at all home games during the 2019 and 2020 playing seasons. | November 2018 November 2019 | GM, Communications and Marketing |
| | Encourage staff to include an Acknowledgement of Country at the commencement of all internal meetings. | November 2018 November 2019 | Manager, Diversity and Inclusion |
| | Include an Acknowledgment of Country in all staff email signatures | November 2018 November 2019 | Marketing Manager |
| | Include an Acknowledgment of Country banner on our website. | November 2018 November 2019 | Head of Digital |
| | Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country. | November 2018 November 2019 | GM, Community Engagement |
| Prominently display an Acknowledgment of Country plaque throughout our offices in North Melbourne and Hobart. | November 2018 November 2019 | GM, Community Engagement | |

Focus area: Educating our players, staff, members and partners about our proud Aboriginal and Torres Strait Islander heritages and cultures. Being **real** is a genuine expression of our origins.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|--------------------------------|-------------------------------------|
| 8. Promote respect for Aboriginal and Torres Strait Islander cultures and histories through the Sir Doug Nicholls Indigenous Round match | Create an Aboriginal and Torres Strait Islander guernsey, designed by North's players and a local Aboriginal or Torres Strait Islander artist. | November 2018 November 2019 | GM, Community Engagement |
| | Prominently display the Aboriginal and Torres Strait Islander flags on the North Melbourne guernsey. | November 2018 November 2019 | GM, Community Engagement |
| | Partner with an AFL Football Club to promote mutual respect and celebrate our shared history with the Wurundjeri people of the Kulin Nation, at Sir Douglas Nicholls Round. | March 2019 March 2020 | Commercial & Strategy Manager |
| | Provide opportunities for a minimum of 10 Aboriginal and Torres Strait Islander representatives to attend the club function for the Sir Doug Nicholls Match, as a sign of respect and celebration of Australia's First Peoples. | March 2019 March 2020 | GM, Community Engagement |
| | Develop initiatives with the AFL and other AFL Clubs to promote respect for Aboriginal and Torres Strait Islander cultures in support of Reconciliation through the Sir Doug Nicholls Round. | March 2019 March 2020 | GM, Community Engagement |
| | Provide opportunities for up to 100 Aboriginal and Torres Strait Islander students and their families to attend the Sir Doug Nicholls Match, as a sign of respect and recognition (of the days significance) | July 2019 July 2020 | Match Day and Marketing Coordinator |

Focus area: Educating our players, staff, members and partners about our proud Aboriginal and Torres Strait Islander heritages and cultures. Being **real** is a genuine expression of our origins.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|--------------------------------|----------------------------|
| 9. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. | July 2019 July 2020 | GM, People and Culture |
| | Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. | July 2019 July 2020 | HR Manager |
| | Provide opportunities for all staff to participate in NAIDOC Week activities. | July 2019 July 2020 | GM, People and Culture |
| | Hold an internal NAIDOC Week event | July 2019 July 2020 | Events Manager |
| | Develop a media strategy to promote NAIDOC Week through North Melbourne and AFL online channels | July 2019 July 2020 | GM, Media & Communications |
| 10. Reward North Melbourne employees that significantly contribute to reconciliation | Ensure the RWG identifies and submits a nomination to the 'Shinboner of the Month Award' for an individual (or team) that has contributed to reconciliation | November 2018 November 2019 | GM, Community Engagement |



OPPORTUNITIES

We strive to create development and employment opportunities for Aboriginal and Torres Strait Islander people in our community, through the continuation of initiatives that focus on social inclusion and accessibility. It is important for North to create these opportunities for Australia's First People, so their contribution to our country is both valued and celebrated.

OPPORTUNITIES

Focus area: Focus area: Creating a welcoming, inclusive and nurturing environment that is socially, culturally and spiritually accessible for Aboriginal and Torres Strait Islander communities. We will be **bold**, daring and imaginative to strengthen social inclusion.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|--------------------------------|------------------------|
| 11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | Conduct a comprehensive review of existing internal HR and recruitment policies and procedures to identify and remove any barriers to employment for Aboriginal and Torres Strait Islander Peoples. | November 2018 November 2019 | GM, People & Culture |
| | Appoint and retain full-time Indigenous Player Liaison and RAP Coordinator | 31 January 2020 | GM, People & Culture |
| | Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. | 1 March 2019 | GM, People & Culture |
| | Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. | 30 November 2019 | GM, People & Culture |
| | Engage with existing Aboriginal and Torres Strait Islander staff and volunteers and/or consultants to advise on employment strategies, including professional development. | November 2018 November 2019 | GM, People & Culture |
| | Advertise all vacancies in Aboriginal and Torres Strait Islander media including Koori Mail. | November 2018 November 2019 | GM, People & Culture |
| | 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. | November 2018 November 2019 | GM, People & Culture |
| | All job advertisements to include a statement to encourage, 'Aboriginal and Torres Strait Islander applicants to apply.' | November 2018 November 2019 | HR Manager |
| | Review player recruitment and induction processes and implement procedures to gain a greater understanding of potential Aboriginal and Torres Strait Islander players' backgrounds and cultures. | 30 November 2019 | Player Welfare Manager |
| Ensure the proceeds from the sale of the Aboriginal and Torres Strait Islander themed guernsey are invested into a 12-month traineeship job opportunity for a young Aboriginal and/or Torres Strait Islander student. | 30 November 2019 | GM, Community Engagement | |

OPPORTUNITIES

Focus area: Focus area: Creating a welcoming, inclusive and nurturing environment that is socially, culturally and spiritually accessible for Aboriginal and Torres Strait Islander communities. We will be **bold**, daring and imaginative to strengthen social inclusion.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|--------------------------------|--|
| 12. Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy for catering major Club events e.g. Syd Barker Medal and Grand Final Breakfast | 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. | April 2019 | GM, Commercial |
| | Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. | May 2019 | GM, Finance & Administration, Events Manager |
| | Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. | November 2018 November 2019 | GM, Commercial |
| | Investigate Supply Nation membership | 31 January 2019 | GM, Finance & Administration |
| | Set annual targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses | November 2018 November 2019 | GM, Finance & Administration |
| | Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy for catering major Club events e.g. Syd Barker Medal and Grand Final Breakfast | 31 July 2019 31 July 2020 | GM, Finance & Administration |
| 13. Investigate opportunities to support Aboriginal and Torres Strait Islander people pursuing careers in the sporting industry | Develop and implement Aboriginal and Torres Strait Islander employment pathways program, which will include a 12-month rotating traineeship to gain experiences across the Club. | 31 October 2019 | GM, People & Culture |
| | Develop and promote opportunities for North's Next Generation Academy Aboriginal and Torres Strait Islander boys and girls, to obtain coaching and/or umpire accreditation. | November 2018 November 2019 | TPP Compliance & Academy Operations Manager |
| | Investigate coaching pathways for our Aboriginal and Torres Strait Islander male and female players. | November 2018 November 2019 | Football Operations Manager |
| | Provide two opportunities for Aboriginal and Torres Strait Islander coaches to gain experience with North's NGA Academy coaching staff to improve their skills, game awareness and strengthen their networks. | November 2018 November 2019 | TPP Compliance & Academy Operations Manager |

OPPORTUNITIES

Focus area: Focus area: Creating a welcoming, inclusive and nurturing environment that is socially, culturally and spiritually accessible for Aboriginal and Torres Strait Islander communities. We will be **bold**, daring and imaginative to strengthen social inclusion.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|--|---|
| 14. Support positive educational outcomes for Aboriginal and Torres Strait Islander students | Investigate possibilities to partner with the AFL Players' Association, AFL SportsReady and Clontarf Foundation to encourage players to become mentors for Aboriginal and Torres Strait Islander young people. | February 2019 | Player Welfare Manager |
| | Promote opportunities for Aboriginal and Torres Strait Islander young people to access The Huddle – North Melbourne's acclaimed not-for-profit community arm - to strengthen education and career pathways. | November 2018 November 2019 | Head of Education and Careers (The Huddle) |
| | Provide an off-field leadership program for Aboriginal and Torres Strait Islander participants in North's Next Generation Academy. | November 2018 November 2019 | TPP Compliance & Academy Operations Manager |
| 15. Provide a clear pathway for young Aboriginal and Torres Strait Islander players to become members of the North Melbourne playing group | Develop a First Australian Talent Pathway with the purpose of specifically targeting, attracting and retaining talented Aboriginal and Torres Strait Islander young players. | November 2018 November 2019 | TPP Compliance & Academy Operations Manager |
| | Investigate opportunities to establish an annual education scholarship for talented Aboriginal and Torres Strait Islander Norths' Next Generation Academy players. | 30 June 2019 | Manager, Diversity and Inclusion |
| | Establish a mentoring program for Aboriginal and Torres Strait Islander players with current or former Aboriginal and Torres Strait Islander players or respected individuals in our sphere of influence. Focus on mental health and wellbeing, | 30 January 2020 | Manager, Diversity and Inclusion |
| | Continue to identify and support host families for Aboriginal and Torres Strait Islander young people relocating from other parts of Australia. | November 2018 November 2019 | Player Welfare Manager |
| Establish a buddy system for new Aboriginal and Torres Strait Islander team members at North Melbourne | November 2018 November 2019 | Player Welfare Manager GM, People & Culture | |



GOVERNANCE, TRACKING PROGRESS AND REPORTING

GOVERNANCE, TRACKING PROGRESS AND REPORTING

Focus area: We aim to be at the forefront of reconciliation in Australia and will actively track our progress with this RAP to ensure we continually innovate and improve. We are **never beaten**.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|----------------------------------|--|
| 16. Report RAP achievements, challenges and learnings to Reconciliation Australia | Ensure RWG collects data for the RAP Impact Measurement questionnaire | July 2019 July 2020 | Manager, Diversity and Inclusion |
| | Ensure RWG seeks internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia | August 2019 August 2020 | Manager, Diversity and Inclusion |
| | Submit annual RAP Impact Measurement Questionnaire to Reconciliation Australia | September 2019 September 2020 | Manager, Diversity and Inclusion |
| | Investigate participating in the RAP Barometer. | May 2020 | Manager, Diversity and Inclusion |
| | Develop and implement systems and capability needs to track, measure and report on RAP activities. | November 2018 November 2019 | Manager, Diversity and Inclusion |
| 17. Report RAP achievements, challenges and learnings internally and externally | Provide quarterly update to North Melbourne’s Board through the CEO report. | November 2018 November 2019 | Managing Director & CEO |
| | Publicly report our RAP achievements, challenges and learnings through a dedicated ‘RAP Annual Report’. | November 2018 November 2019 | GM - Media, Communications and Marketing |
| | Develop all staff survey includes questions specifically seeking feedback on RAP initiatives and progress the Club has made in achieving reconciliation. | March 2019 March 2020 | GM People and Culture |
| 18. Review, refresh and update RAP | Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. | April 2020 | Manger – Diversity and Inclusion |
| | Send draft RAP to Reconciliation Australia for review and feedback. | 1 June 2020 | Manger – Diversity and Inclusion |
| | Submit draft RAP to Reconciliation Australia for formal endorsement. | 30 June 2020 | Manger – Diversity and Inclusion |



N O R T H M E L B O U R N E F O O T B A L L C L U B

INNOVATE RECONCILIATION ACTION PLAN

N O V E M B E R 2 0 1 8 - N O V E M B E R 2 0 2 0

Cameron McLeod

General Manager- Community Engagement

Phone: (03) 9320 2470

Email: Cameron.McLeod@nmfc.com.au

