

NORTH MELBOURNE FOOTBALL CLUB

RECONCILIATION ACTION PLAN

2016



Reconciliation
ACTION PLAN
REFLECT RAP

OUR CEO & CHAIRMAN'S MESSAGE



It is our privilege to present the North Melbourne Football Club's first ever Reconciliation Action Plan (RAP), a plan that will further build upon and cement our efforts to promote reconciliation in our community, as well as inside our own club.

North Melbourne has a proud indigenous history that has been well documented over the past 147 years of our existence. This RAP outlines how we will further build upon our relationships, demonstrate our respect and seek out opportunities to ensure our links to the Aboriginal and Torres Strait Islanders community remain strong.

This commitment will allow us to honour those Aboriginal and Torres Strait Islanders who have pulled on the North Melbourne jumper, while also helping us to provide a pathway for young indigenous talent and create the most inclusive and welcoming environment for our people through a sense of belonging.

Nationally, our work within the community is well recognised and through our own community arm, The Huddle, we have been able to reach, engage, support and empower young people to build on their strengths, increase their ability to participate in society and contribute to more socially inclusive

communities. This RAP will see us add another layer to the amazing work already being undertaken.

We understand there is more we can be doing and that's why this, our inaugural RAP, is so important. We are confident the strong sense of leadership and diversity already a key feature of our organisation will only continue to thrive and grow as a result of this process.

Everyone at this football club has a responsibility to help implement this RAP and already we have seen a strong commitment from our players, coaches, staff members and volunteers.

A handwritten signature in blue ink, belonging to James Brayshaw.

James Brayshaw
NMFC Chairman

A handwritten signature in blue ink, belonging to Carl Dilella.

Carl Dilella
Managing Director & CEO



PLAYERS' FOREWORDS



LINDSAY THOMAS #12

Proud member of the Nawu people, of South Australia

As a proud Aboriginal man, I am thrilled to present this RAP to you. Indigenous football has been a big part of North Melbourne's history since it was established back in 1869. There has been a significant number of Aboriginal and Torres Strait Islander players involved at Arden St that have been instrumental in paving the way for players like myself, Jed (Anderson) and Daniel (Wells). We're lucky enough to have had the first Indigenous coach in the history of the AFL/VFL, with Barry Cable proving to be an inspiration for many.

I am passionate about the role I can play to create change, and with the RAP Working group have worked hard to deliver this document, which we see as an important step in showcasing the work already taking place at the club.

We've seen what can be achieved, and now we look forward to building on that success even further through the delivery of this RAP. It's up to everyone to help realise our vision.



JAMIE MACMILLAN #34

No matter your background, your culture or your skin colour, it's important for every player, staff member, volunteer or fan who has anything to do with this great football club to know that everyone has a voice.

Through plans such as this, we are able to further build upon our own 'Shinboner Spirit'. That term is synonymous with North Melbourne and developing this plan is a vital part of living up to it. We know it's about being real, being bold, fostering a sense of belonging and never being beaten. It doesn't just apply on the footy field for us players, it applies to every aspect of club life.

It's my pleasure to have contributed to this RAP with a committed and talented working group, and look forward to working with everyone at North Melbourne Football Club to deliver the objectives set out in this document.

We know there is still work to be done and I'm personally excited about playing my part in celebrating our history, while also embracing the present and our future.



PLAYERS' FOREWORDS



JED ANDERSON #3

*Proud member of the
Warramungu people, of the
Northern Territory*

As a new arrival to Arden St, it was a pleasure to help develop this RAP during my short time at the club so far.

Already I can clearly see that everyone involved with the Roos is committed to reconciliation.

Footy has a long and proud history when it comes to Aboriginal and Torres Strait Islander stars. I grew up in awe of players like Adam Goodes, Michael Long and even our own Daniel Wells and seeing the impact they had on the game, while also educating others about our culture and history.

It's exciting to see, and be part of, the wide array of community programs run at the club, particularly those run through The Huddle working with young Aboriginal and Torres Strait Islanders. There is of course always room for improvement, so through this document I know the club will only continue to go from strength-to-strength in this area.



OUR RAP



We are developing this RAP as a formal acknowledgment of our role in the process of Reconciliation. Work on our RAP began in mid-2015.

As a first RAP, we have chosen to develop a Reflect RAP, developed by a committee representing players, the Board, the Executive, the staff and our broader community.

The progress of the RAP will be overseen by this committee, and regularly reported to the club's Board, community, and Reconciliation Australia.

NMFC RAP COMMITTEE

Carl Dilella - Managing Director & CEO

Jed Anderson - NMFC Player

Sarah Bourke - Regional Manager, The Huddle (Melbourne)

Neil Connell - Player Welfare Manager

Brad Copeland - Community Representative

Nick Haslam - GM Business Development & Strategy

Dino Imbriano - GM Consumer Business & New Markets

Cameron Joyce - GM Football Operations & List Management

Cameron McLeod - GM Community Engagement

Jamie Macmillan - NMFC Player

Paul Riordan - Media & PR Manager

Chris Simmonds - GM Finance & Administration

Lindsay Thomas - NMFC Player

Geoff Walsh - Director of Football

The working group also consulted with a wide range of representatives, both internally and externally. This RAP has been supported by the Board of the North Melbourne Football Club.



OUR VISION

The North Melbourne Football Club is developing a Reconciliation Action Plan (RAP) as a formal acknowledgement of our role in the process of Reconciliation.

We understand the importance of belonging – the unique connection between people and a united community. We proudly acknowledge and celebrate our Aboriginal and Torres Strait Islander cultures and heritage and recognise the important role we play in promoting reconciliation to a broader audience.

Our vision for reconciliation is to create greater awareness about our history and build the capacity of our people to create the most inclusive and welcoming environment for all.

We will seek to strengthen our connections and be a leader in promoting Aboriginal and Torres Strait Islander participation in the community.

Our contribution to reconciliation will be underpinned by:

- Celebrating our Aboriginal and Torres Strait Islander people and land to reinforce the importance of belonging
- Educating our players, staff, members and partners about our proud Aboriginal and Torres Strait Islander heritage and culture
- Creating a welcoming, inclusive and nurturing environment that is socially, culturally and spiritually accessible for Aboriginal and Torres Strait Islander communities
- Strengthening our partnerships with Indigenous networks to bring about positive lasting benefits locally

OUR HISTORY - NOTABLE PAST PLAYERS

North Melbourne has a proud indigenous history. As part of the RAP, we will endeavour to further build upon our understanding of the club's history.



PHIL KRAKOUER
(1982-1989)

141 games
224 goals

A proud member of the Nunga people, from Mount Barker in Western Australia

After helping Claremont to the 1981 WAFL premiership, both Phil Krakouer and his brother Jim were recruited by North Melbourne. Noted for his freakish skills and speed, Krakouer went on to play 141 games and kick 224 goals for the Kangaroos, before ending his career at Footscray. He led the North Melbourne goal-kicking list on three occasions.

Both Phil and brother Jim had the uncanny ability of being able to find each other in tough situations with the football.



JIM KRAKOUER
(1982-1989)

134 games
229 goals

A proud member of the Nunga people, from Mount Barker in Western Australia

Like his brother, Jim had an amazing sense around the goals and was blessed with natural brilliance. He worked hard on his game and became a reliable performer for the Kangaroos over his eight seasons at the club.

He was awarded the ultimate acknowledgment in 1986 when he won the North Melbourne best and fairest and was named in the Indigenous Team of the Century in 2005.



OUR HISTORY - NOTABLE PAST PLAYERS



BARRY CABLE

(1970, 1974-1977)

115 games

133 goals

A proud member of the Nunga people, from Narrogin in Western Australia

A champion rover, Cable's impact was immediate with him winning the club's best and fairest in his first year. He was a master of disposal, especially by hand. He returned home to Western Australia after that initial season to win his third Sandover Medal, before Ron Barassi lured him back to Arden Street.

He played in the club's two premierships in the 1970s (1975 and 1977) and finished fourth in two Brownlow Medals (1970, 76). He returned to coach the club from mid-season 1981 to 1984, the first Aboriginal and Torres Strait Islander to do so.

Cable represented Western Australia 22 times throughout his career and was named in the 1966 and 1969 All-Australian teams. He was named in the Indigenous Team of the Century in 2005 as a rover and Coach, a remarkable feat.

Cable was named as the 24th Legend of the AFL in 2012.



BYRON PICKETT

(1997-2002)

120 games

81 goals

Father is a Nunga from Western Australia and his mother is from the Yamaji tribe, also of Western Australia

Originally from Port Adelaide, Pickett played just one game in his debut season in 1997, but produced a superb season in 1998, playing all 25 matches and winning the Norwich Rising Star Award.

He quickly became regarded as one of the toughest players in the league, with his attack on the ball ruthless.

Pickett was a member of the 1999 Premiership side lining up in the back pocket on that one day in September.

Pickett played mainly in defence in his early years at the club, but bagged 37 goals in 2001, and 40 goals in 2002 to show his ability at either end of the ground. He was traded to Port Adelaide for the 2003 season, and won the Norm Smith Medal for best afield in the 2004 Grand Final. He was also named on the interchange bench in the Indigenous Team of the Century.



CURRENT ABORIGINAL AND TORRES STRAIT ISLANDER PLAYERS



JED ANDERSON
2016 – current

Jed joined North Melbourne from Hawthorn during the 2015 AFL Trade Period, and made his Kangaroos debut in Round 1, 2016.

Jed has already spent many hours working in the community since joining North Melbourne and has already proven to be an invaluable member of the team both on and off the field. He is currently working as a mentor to indigenous youth, through The Huddle.



LINDSAY THOMAS
2007 – current

Drafted with pick 53 in the 2006 National Draft, Lindsay was seen as one of the best pick-ups that year after his impressive first season in 2007. The former Port Adelaide Magpie burst onto the scene, kicking four goals in his first pre-season game and went on to play 12 games for the year.

Since then, he has been a regular in the North Melbourne side and has become one of the competition's best pressure forwards.

Lindsay has been a leader when it comes to community work, in particular working with the club's community arm, The Huddle, as ambassador for a range of indigenous programs and is passionate about developing indigenous youth to be the best they possibly can. He has been pivotal in the development of this RAP, demonstrating his passion for his proud, cultural heritage.



DANIEL WELLS
2003 – current

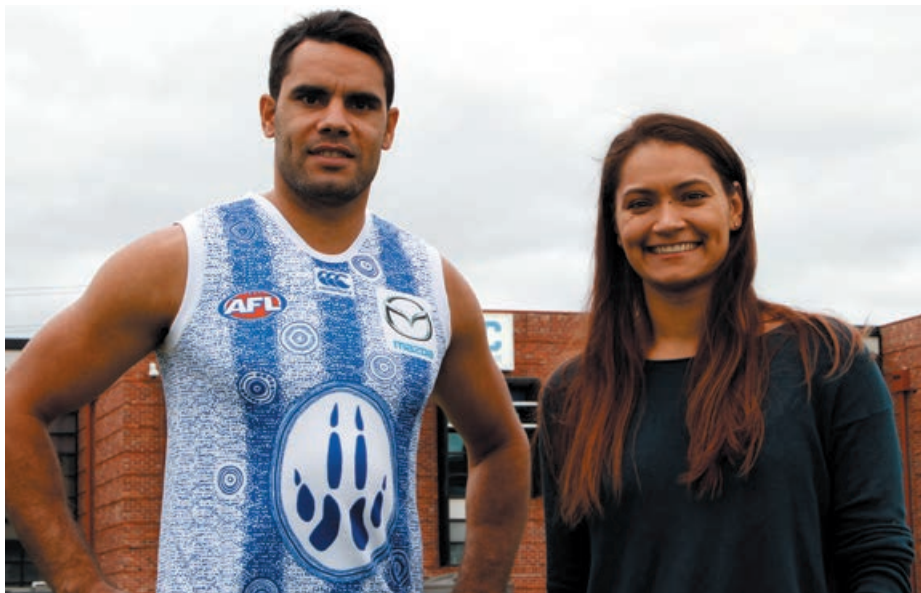
After being selected with pick two in the 2002 National Draft, Daniel had a huge weight of expectation on his shoulders in the early part of his career but has been able to play a significant role through the midfield since his debut in 2003.

Possessing an elite skill-level and plenty of flair, he received his finest accolade yet when he tied with Andrew Swallow for the 2011 Syd Barker Medal. He won his second Syd Barker Medal in 2013, after a tie with Scott Thompson.

Daniel has been a strong ambassador for North Melbourne, sharing his insights with young footballers and members of the Aboriginal and Torres Strait Islander communities and is a proud member of the Wangkatha people of Western Australia.



INDIGENOUS JUMPER



Since 2014, Sarrita King has been commissioned to design NMFC's Indigenous jumpers which feature the circle elements representing the communities from where all the supporters come from, and the kangaroo footprints representing each of those supporters coming together to uphold the North Melbourne Football Club.

The jumpers from 2014 - 2015 included a large kangaroo paw print inside a football field that is surrounded by ancient tracks and Indigenous camps and communities. Sarrita explains that the kangaroo footprint in the middle represented "the club itself and everyone coming together under that one banner to uphold the club spirit".

In 2016, Sarrita teamed up with her sister, Tarrisse, to create the club's third Indigenous design, 'Bloodline'. This stunning collaboration combines the striking styles of the King sisters and provides an aerial view of the land. Dividing the pair's work is a thick line – the bloodline – which is symbolic of their connection to each other and the land.



This jumper means a lot to myself, Lindsay and Jed, and means a lot to all the Indigenous boys that have represented this club.

- Daniel Wells



OUR RAP

Throughout 2016, the North Melbourne Football Club commits to the following:



RELATIONSHIPS

We are here because of our members, our supporters and our community. The relationships are our heartbeat; our culture; our heritage; our future.

THE NORTH MELBOURNE FOOTBALL CLUB WILL	RESPONSIBILITY	TIMELINE	MEASURABLE GOAL
Establish and develop the RAP Working Group	GM - Community Engagement	April 2015	RAP Group Established
Develop external relationships	GM - Consumer Business & New Markets	May 2016	Explore appropriate ways of gathering information to inform our RAP activities. For example: encouraging members to identify as Aboriginal and Torres Strait Islander via our membership database
	Regional Manager, The Huddle (Melbourne)	July 2016	Distribute the RAP to all members and corporate partners of the club, and actively seek feedback (via club website) Identify existing Aboriginal and Torres Strait Islander communities, organisations and stakeholders within our local Melbourne area, Wyndham, Hume and Tasmania to assist in identifying and understanding potential activities to support reconciliation
Celebrate National Reconciliation Week (NRW)	NMFC Management group	May/June 2016	<ul style="list-style-type: none"> • Conduct one internal event during NRW and encourage all staff to attend • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff • Staff encouraged to attend NRW community events • Officially launch RAP and present to all relevant areas of our business to ensure they have an understanding of how their area can contribute to reconciliation
Continue to support initiatives which prevent and reduce racism in the community	GM - Community Engagement GM - Sponsorship	December 2016	NMFC will continue to be a formal supporter of the Australian Human Rights Commission's Racism: It Stops with Me Campaign
			NMFC will continue to be a supporter of the Recognise Campaign



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 traditional owners of the land of our spiritual home at Arden Street, North Melbourne.

THE NORTH MELBOURNE FOOTBALL CLUB WILL	RESPONSIBILITY	TIMELINE	MEASURABLE GOAL
Provide opportunities for our staff to engage in cultural learning and development	HR Manager	July 2016	Explore cultural awareness training and development for all staff
	HR Manager	November 2016	Implement tools to capture baseline data on employees' current level of understanding around Aboriginal and Torres Strait Islander histories, cultures and contributions
Increase awareness and understanding of the importance of Reconciliation within NMFC	GM - Community Engagement	May 2016	Engage with Traditional Owners to develop meeting protocol policies and procedures to acknowledge Traditional Owners of Land and communicate and integrate across the business
	Executive	May 2016	Investigate ways to acknowledge our Aboriginal and Torres Strait Islander history through installing plaque and flags in the foyer at Arden Street in consultation with Traditional Owners Develop acknowledgment of Traditional Owners of Land on staff email signatures
	Media & PR Manager	May 2016	Continue to acknowledge our proud Aboriginal and Torres Strait Islander history, through the Indigenous round jumper by our indigenous artist, along with other opportunities for storytelling throughout the year
Celebrate National Aborigines and Islanders Day Observance Committee (NAIDOC) Week	Media & PR Manager Events Manager	July 2016	Conduct one internal event during NAIDOC Week
	All Managers	July 2016	Staff are encouraged to attend NAIDOC community events



OPPORTUNITIES

We strive to be the AFL's most inclusive and accessible club for our members and supporters and we welcome all those who share our values. Belonging and social inclusion are critical elements of what defines us as a club.

THE NORTH MELBOURNE FOOTBALL CLUB WILL	RESPONSIBILITY	TIMELINE	MEASURABLE GOAL
Increase Aboriginal and Torres Strait Islander participation through the development of new initiatives and opportunities	GM - Community Engagement	May 2016	Investigate opportunities to engage past players as Ambassadors of our RAP
	GM - Community Engagement GM - Business Development & Strategy	May 2016	Provide scope for Aboriginal and Torres Strait Islander organisations to be considered as one of NMFC's official community charities, whilst concurrently committing to explore opportunities for corporate support to assist in establishing Aboriginal and Torres Strait Islander player development opportunities
	Player Welfare Manager Regional Manager, The Huddle (Melbourne)	October 2016	Review Aboriginal and Torres Strait Islander recruitment, retention and support procedures against AFL's Indigenous Advisory Board leading practice guidelines
	Player Welfare Manager Regional Manager, The Huddle (Melbourne)	October 2016	Continue to support Aboriginal and Torres Strait Islander player development through involvement in a range of Aboriginal and Torres Strait Islander programs and initiatives
Consider Aboriginal and Torres Strait Islander employment opportunities	HR Manager	November 2016	Review HR policies and procedures to support the recruitment and retention of Aboriginal and Torres Strait Islander employees
	HR Manager	November 2016	Investigate appropriate ways to gather baseline data on current Aboriginal and Torres Strait Islander staff to inform positive future developments and policies
Consider supplier diversity opportunities	GM - Finance & Administration	November 2016	Undertake a review of existing procurement strategies and policies to inform supplier diversity within NMFC procurement policies and procedures



TRACKING PROGRESS

We are proud of past innovations and we are motivated by those to come. 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.

THE NORTH MELBOURNE FOOTBALL CLUB WILL	RESPONSIBILITY	TIMELINE	MEASURABLE GOAL
Build support for the RAP	Regional Manager, The Huddle (Melbourne)	May 2016	Develop an implementation plan for the 2016 AFL Season to enable regular communication of progress to players, staff, members, corporate partners and community
	Media/PR Manager	May 2016	Develop a media plan to promote all events, activities and stories
	RAP Working Group	May 2016	Develop a fact sheet and detailed breakdown of the RAP during new employee induction process
	RAP Working Group	September 2016	Complete and submit the RAP Impact Measurement Questionnaire and Reconciliation Barometer to Reconciliation Australia
	RAP Working Group	November 2016	Update the North Melbourne Football Club RAP based on learnings of inaugural RAP and submit to Reconciliation Australia for review
	CEO	December 2016	Submit the annual report on our achievements back to Reconciliation Australia and publish to a broader audience
	GM - Community Engagement	Review December 2016	Ongoing review and commitment to measure our progress through monthly RAP Working Group meetings

 Photography provided by AFL Photos, Herald Sun, NMFC & Jonathan DiMaggio



NORTH MELBOURNE FOOTBALL CLUB

RECONCILIATION ACTION PLAN

2016

FOR MORE INFORMATION, PLEASE CONTACT:

Cameron McLeod

General Manager- Community Engagement

Phone: (03) 9320 2470

Email: Cameron.McLeod@nmfc.com.au

