



CARLTON FOOTBALL CLUB **INNOVATE RECONCILIATION** **ACTION PLAN**

FEBRUARY 2019 – FEBRUARY 2021



CARLTON PLAYER
SAM PETREVSKI-SETON
2018 SIR DOUG NICHOLLS ROUND
SYDNEY V CARLTON



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CARLTON FC BANNER
2018 SIR DOUG NICHOLLS ROUND
SYDNEY V CARLTON



VISION FOR RECONCILIATION

CARLTON FOOTBALL CLUB'S VISION FOR RECONCILIATION IS TO PLAY OUR PART AS AN ELITE SPORTING CLUB AND WORKPLACE IN CREATING A NATION THAT CELEBRATES ABORIGINAL AND TORRES STRAIT ISLANDER DIVERSE COMMUNITIES AND BRINGS TOGETHER ALL AUSTRALIANS TO WALK AS ONE.

THROUGH A STRONG DIRECTION OF BEING 'BOUND BY BLUE', WE AIM TO INCREASE THE SENSE OF BELONGING AMONGST THE DIVERSE COMMUNITIES WE OPERATE WITHIN. WE ARE COMMITTED TO BUILDING AN ENVIRONMENT AT OUR CLUB THAT IS WELCOMING AND INCLUSIVE OF ALL CULTURES, AND WE WILL CONTINUE OUR JOURNEY OF INCREASED UNDERSTANDING AND LEARNING ABOUT ABORIGINAL AND TORRES STRAIT ISLANDER HISTORY, CULTURES, ASPIRATIONS AND PEOPLES.

THIS RECONCILIATION ACTION PLAN OUTLINES A SET OF ACTIONS TO ACHIEVE AS PART OF THE CLUB'S JOURNEY TO RECONCILIATION FOR ALL AUSTRALIANS.

OUR BUSINESS

Established in 1864 and boasting 16 premierships cups, the Carlton Football Club is one of the most historic and successful sporting organisations in Australia.

Featuring a rich foundation of multicultural players, the Club is proudly built on acceptance and aims to create a strong sense of belonging for all its members and supporters.

Located in the heart of Carlton on Royal Parade, the Blues' commitment to embrace women's football has seen it evolve, with four teams now calling Ikon Park home.

Carlton competes nationally via its Australian Football League (AFL) and AFL Women's (AFLW) sides, while also competing at state level through the Northern Blues in the Victorian Football League (VFL) and VFL Women's (VFLW) squad.

With almost 60,000 members and more than half a million supporters, Carlton has one of the most widespread and passionate supporter bases in the country.

Carlton Respects, which aims to promote gender equality for the prevention of violence against women, along with the Next Generation Academy, are the flagship community engagement programs for the Carlton Football Club.

Providing bespoke content and up-to-date news, the Club's digital channels, including the official website, Facebook, Instagram and Twitter pages, continue to garner thousands of visitors per day, as the connection between the Club and its members becomes deeper.

Building sustained success on and off the field is a key pillar of the Club's long-term strategic plan, with every one of its 211 staff members (nine of which are Aboriginal and/or Torres Strait Islander people) striving to achieve this goal.



CARLTON PLAYER
KIRBY BENTLEY
AFLW 2019 ROUND 2

CARLTON PLAYER
JARROD PICKETT VISITS
WORAWA ABORIGINAL
COLLEGE DURING THE 2018
AFL COMMUNITY CAMP



PRESIDENT & CEO FOREWORD

Carlton Football Club is proud to launch its second Reconciliation Action Plan (RAP) for 2019-2021.

As a Club, we remain dedicated to welcoming all cultures to create a meaningful and powerful sense of belonging.

A commitment to club recognition and celebration of National Reconciliation Week and NAIDOC Week will also further encourage Aboriginal and Torres Strait Islander and non-Indigenous peoples to work together in reconciling Australia through the power of football.

As part of the RAP, the Club will also aim to strengthen relationships with Aboriginal and Torres Strait Islander peoples by creating opportunities and setting out meaningful actions and initiatives.

This RAP will see us continue our partnership with local Aboriginal organisations in delivering community education programs for the next two years.

This includes cultural education for players and staff, better understanding of Aboriginal and Torres Strait Islander cultures, and the development of new protocol to restrict on-field racism towards players from supporters.

These elements are all important steps in our reconciliation journey and the development of our club's second RAP is something we are incredibly proud of.



Mark LoGiudice
President



Cain Liddle
CEO

A MEMBER OF THE KOOMURRI
DANCE TROUPE PERFORMS
PRE-GAME AT CARLTON'S 2018
SIR DOUG NICHOLLS ROUND
MATCH AGAINST SYDNEY

OUR RAP

WE DEVELOPED OUR RAP TO PROVIDE DIRECTION AND PRACTICAL GUIDANCE TO OUR CLUB AS WE CONTINUE TO BUILD OUR KNOWLEDGE, RESPECT AND RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND CULTURES.

WE BELIEVE IT IS IMPORTANT TO ACKNOWLEDGE AND CELEBRATE THE STRONG CONTRIBUTIONS ABORIGINAL AND TORRES STRAIT ISLANDER STAFF AND PLAYERS HAVE MADE TO THE CLUB, BOTH PAST AND PRESENT.

WE ALSO BELIEVE IT IS IMPORTANT TO STRENGTHEN OUR RELATIONSHIPS WITH COMMUNITIES AS WELL AS CREATING OPPORTUNITIES WITHIN OUR RANGE OF INFLUENCE THAT ASSIST ABORIGINAL AND TORRES STRAIT ISLANDER SUCCESS.

COMMITMENT. RESPECT. OPPORTUNITY.

IN JULY 2015, THE CARLTON FOOTBALL CLUB LAUNCHED ITS REFLECT RAP. THIS SIGNALED THE ORGANISATION'S COMMITMENT TO CREATING RELATIONSHIPS, DEMONSTRATING RESPECT AND CREATING OPPORTUNITIES WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, ORGANISATIONS, CULTURES AND PRACTICES. THE CLUB IMPLEMENTED SOME SIGNIFICANT CHANGES THAT HAVE LED TO:

The entire club administration invited the family of Pastor Sir Doug Nicholls to Ikon Park to acknowledge the mistreatment he received during his time as a player at the Carlton Football Club.

This moment began an important process of recognition of Aboriginal and Torres Strait Islander communities and a greater involvement during the AFL Sir Doug Nicholls Round, an entire round dedicated to recognising and celebrating Aboriginal and Torres Strait Islander peoples.

The establishment of the Syd Jackson scholarship aimed to help accelerate the economic freedom of young Aboriginal and/or Torres Strait Islander young people, as well as employment and wellbeing.

The scholarship also had the recipient take part in a nationally recognised training course and receive qualifications on completion.

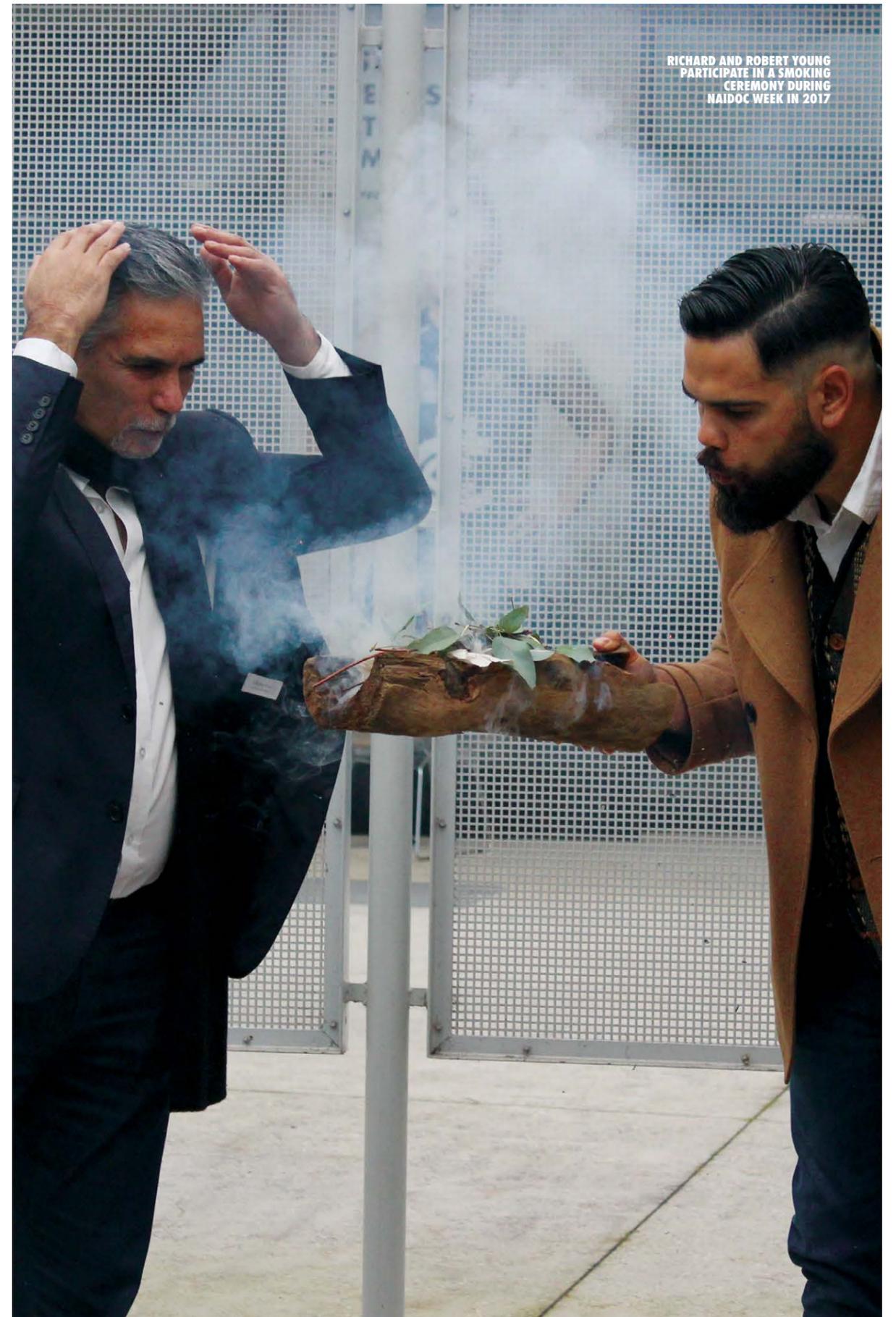
Building networks within Aboriginal and Torres Strait Islander communities also formed a major part of the Carlton FC Reflect RAP. One of these networks that were built was with the Healthy Lifestyles Team at the Victorian Aboriginal Health Service (VAHS).

The Carlton Football Club partnered with the #HisTribe program, aiming to increase the health and wellbeing of Aboriginal and Torres Strait Islander men and their families, following the successful pilot of the #HerTribe program.

Given the Club's completion of the Reflect RAP in 2016, key learnings were taken from this to continue the positive impact that a RAP is able to create. Since the creation of the RAP, it was found that it is important for all areas of the business to play a key role in the invested interest in implementing the plan.

Reflecting on this, a key area of improvement in planning for the Innovate RAP has been the creation of the internal RAP Working Group to create unique actions for the Carlton Football Club. This expands the potential for positive impact on implementation of the Innovate RAP.

RICHARD AND ROBERT YOUNG PARTICIPATE IN A SMOKING CEREMONY DURING NAIDOC WEEK IN 2017



CARLTON PLAYERS (LEFT TO RIGHT)
JARROD GARLETT, KYM LEBOIS,
LIAM JONES, JARROD PICKETT AND
SAM PETREVSKI-SETON IN THE
2018 INDIGENOUS GUERNSEY
DESIGNED BY LYN-AL YOUNG



CARLTON PLAYER
NATALIE PLANE
DURING AFLW TRAINING

RELATIONSHIPS

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BUILDING STRONG RELATIONSHIPS BETWEEN ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND OTHER AUSTRALIANS IS A HIGH PRIORITY FOR OUR CLUB. WE AIM TO USE THE POWER OF THE CARLTON BRAND TO POSITIVELY IMPACT THE COMMUNITY WE WORK WITHIN.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 1			
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	Carlton FC RWG oversees the development, endorsement and launch of the Innovate RAP.	February 2019	Community Engagement Manager
	Carlton FC to have at least two Aboriginal and/or Torres Strait Islander peoples on RWG.	February 2019 February 2020	Community Engagement Manager
	Establish Terms of Reference for the RWG.	February 2019	Community Engagement Manager
	Meet at least three times per year to monitor and report on RAP implementation as well as matters affecting Aboriginal and Torres Strait Islander peoples connected to the Club to report into the board sub-committee.	February 2019 August 2019 November 2019 February 2020 August 2020 November 2020	Community Engagement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 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.	Each time Carlton hosts Sir Doug Nicholls Round, approach away team to run through a joint banner encouraging unity for all Australians to link with the Club's vision for reconciliation.	April 2019 April 2020	Supporter Engagement Executive
	Organise an internal event for NRW each year where the artist of the Carlton FC Indigenous guernsey will visit the Club during National Reconciliation Week to explain the significance of the guernsey and the importance of Aboriginal and/or Torres Strait Islander cultures and artworks.	May 2019 May 2020	Brand & Marketing Manager
	Register our NRW event via Reconciliation Australia's NRW website.	May 2019 May 2020	Assistant Accountant
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	May 2019 May 2020	Corporate Partnerships Manager
	Support an external NRW event that links in with club strategy.	May 2019 May 2020	GM – Communications & Marketing
	Give staff the opportunity to participate in external events to recognise and celebrate Reconciliation Week. To be communicated through 'Blueboard'.	May 2019 May 2020	Senior Manager, Finance, IT & Projects
	Download Reconciliation Australia's NRW resources and circulate to staff.	April 2019 April 2020	Merchandise Manager

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 3			
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Further develop relationships with local Aboriginal community organisations and develop any other joint ventures where value is added.	October 2020	Community Engagement Manager
	Meet with local and relevant Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	June 2019	Community Engagement Manager
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders, genuinely linking with outcomes for the community.	November 2019	Community Engagement Manager
	Implement process to include Aboriginal and/or Torres Strait Islander players and staff in approval process of the Aboriginal guernsey to obtain greater understanding of the significance of the design of the jumper.	February 2019 November 2019	Brand & Marketing Manager
	Investigate opportunity for players to visit Aboriginal and Torres Strait Islander community initiatives through AFL Community Camp.	February 2019 February 2020	Community, Diversity & Inclusion Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 4			
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Implement and review a strategy to communicate the Carlton FC Innovate RAP to players, staff, partners, members, media and supporters.	February 2019	GM – Communications & Marketing
	Promote reconciliation through ongoing active engagement with all stakeholders.	March 2019	GM – Commercial Operations and Community
	Consult with Aboriginal and Torres Strait Islander players, past players and staff on the development and progress of the current and future Carlton FC Innovate RAP and Syd Jackson program.	June 2019 June 2020	Community Engagement Manager
	The Carlton FC Innovate RAP is made available for download on the Club website throughout the duration of the action plan.	February 2019	Digital Platform Editor
	Through the support of the Syd Jackson program, offer partners potential guidance through the RAP process to promote reconciliation.	February 2019	Corporate Partnerships Manager
ACTION 5			
Promote initiatives to strengthen outcomes and foster positive relationships with Aboriginal and Torres Strait Islander peoples.	Develop and communicate to required personnel a strategy for addressing racism on and off the field.	March 2019	Media Manager
	Investigate the opportunity to join the 'Racism. It Stops With Me' campaign.	June 2019	Community Engagement Manager

BOOTS PAINTED BY CARLTON
PLAYER JARROD GARLETT IN
PREPARATION FOR THE 2018
SIR DOUG NICHOLLS ROUND

RESPECT

RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES IS EXTREMELY IMPORTANT TO THE CARLTON FOOTBALL CLUB. IT GIVES ALL STAKEHOLDERS INVOLVED WITH THE CLUB AN OPPORTUNITY TO INCREASE THEIR UNDERSTANDING OF THE OLDEST LIVING CULTURE IN THE WORLD, GIVING ALL CLUB PEOPLE A CHANCE TO INCREASE THEIR APPRECIATION AND ACKNOWLEDGMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 6			
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	June 2019	GM – People & Culture
	Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	June 2019	GM – People & Culture
	Send the Reconciliation Australia ‘Share Our Pride’ online tool to all staff and players as part of an educational platform.	May 2019	Community Engagement Manager
	Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	June 2019	GM – People & Culture
	Put forward suggestions on how to permanently display the Aboriginal and Torres Strait Islander flags at Ikon Park.	May 2019	Head of Venue Operations
	Research Aboriginal history of Carlton FC including use of Ikon Park and key figures in its history and communicate these findings through celebrations of key dates.	June 2019	Club Historian
	Investigate local cultural experiences and immersion opportunities.	September 2019	Community Engagement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 7			
Engage employees, members and supporters 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.	Investigate opportunity to include a digital Acknowledgement of Country before every home game in the AFL & AFLW season.	February 2019 To be reviewed in November 2019 and November 2020	GM – Communications & Marketing
	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	March 2019	Community Engagement Manager
	Encourage staff to include an Acknowledgement of Country at the commencement of all relevant meetings.	March 2019	Chief Executive Officer
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	March 2019	Community Engagement Manager
	Include Acknowledgement of Country on digital signature of Carlton FC email addresses.	March 2019	IT Support Officer
	Invite a Traditional Land Owner to provide a Welcome to Country at a minimum of one significant event each year at events such as when Carlton FC host Round 1 AFL or AFLW or Sir Doug Nicholls Round.	February 2019 February 2020	Supporter Engagement Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 8			
Celebrate and recognise Aboriginal and Torres Strait Islander achievements and events.	Create a calendar to communicate, celebrate and recognise Aboriginal and Torres Strait Islander dates of significance to staff, players, corporate networks, members and supporters.	March 2019 March 2020	Digital Manager
	Produce concepts for a permanent wall or piece of artwork at Ikon Park to include Acknowledgement of Country and Acknowledgement of Sir Doug Nicholls and contributions of people from an Aboriginal and Torres Strait Islander heritage.	May 2019	Venue Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 9			
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.	Review HR policies and procedures to ensure there are no barriers to provide all staff and players opportunities to participate in NAIDOC Week.	February 2019	GM – People & Culture
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week activities.	July 2019 July 2020	GM – People & Culture
	Hold an internal NAIDOC Week event to involve Carlton FC staff and players in helping to celebrate Aboriginal and Torres Strait Islander communities and peoples achievements.	July 2019 July 2020	Community Engagement Manager
	Contact our local NAIDOC Week Committee to discover events in our community and enquire to support an external event that link with the Club's strategic priorities.	June 2019 June 2020	Venue Coordinator
	Investigate opportunity to wear Carlton FC Indigenous guernsey during NAIDOC Week or any other significant date.	July 2019 July 2020	Football Operations Manager

OPPORTUNITIES

THE CARLTON FOOTBALL CLUB IS A SIGNIFICANT SPORTS CLUB WITH THE CAPACITY AMONGST STAFF TO INCREASE ENGAGEMENT AND OPPORTUNITIES FOR AND WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, ORGANISATIONS AND COMMUNITIES.

THIS EXTENDS TO TAKING PART IN EXTERNAL ACTIVITIES THROUGH ENGAGEMENT IN COMMUNITIES TO INCREASE THE POSITIVE SOCIAL IMPACT ON ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

WE ARE COMMITTED TO PROVIDING A RANGE OF EDUCATIONAL, EMPLOYMENT, BUSINESS, HEALTH AND WELLBEING OPPORTUNITIES FOR ABORIGINAL AND/OR TORRES STRAIT ISLANDER PEOPLES PLAYING AND WORKING WITHIN OUR CLUB, AS WELL AS THOSE THAT ARE CONNECTED MORE BROADLY.



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 10			
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	All staffing vacancy notices include statement regarding encouragement for applicants from diverse backgrounds.	February 2019	GM – People & Culture
	Advertise the Carlton FC employment opportunities webpage through Aboriginal and Torres Strait Islander media.	February 2020	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, such as cultural obligations.	April 2019	GM – People & Culture
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	June 2020	GM – People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy as part of the overall Diversity and Inclusion strategy.	September 2020	GM – People & Culture
	Collect information on our current Aboriginal and Torres Strait Islander staff and players' group to inform current skills and interests, career aspirations and future employment opportunities for career development.	February 2019 to be reviewed in November 2019	Player Welfare & Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 11			
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Investigate Supply Nation membership.	December 2019	Senior Manager – Finance, IT & Projects
	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 to supply our organisation with goods and services.	February 2020	Chief Financial Officer
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses, including joint ventures that can be used to procure goods and services.	April 2020	Chief Financial Officer
ACTION 12			
Investigate opportunities to use current resources and services to support local Aboriginal and/or Torres Strait Islander organisations.	All auction items related to Sir Doug Nicholls Round theme to have proceeds donated to Aboriginal and Torres Strait Islander cause or charity.	April 2019 April 2020	Merchandise Manager
	Aim to donate leftover football boots to local Aboriginal community initiatives and programs.	October 2019 October 2020	Football Operations Manager
	Offer the opportunity to a major partner whose logo presents on the front of the yearly Indigenous guernsey to redesign their logo.	February 2019 February 2020	Corporate Partners Services Manager



TRACKING PROGRESS & REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 13			
Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September annually	Community Engagement Manager
	Investigate participating in the RAP Barometer.	May 2020	Community Engagement Manager
ACTION 14			
Report RAP achievements, challenges and learnings internally and externally.	Publicly report our RAP achievements, challenges and learnings.	October 2020	Digital Content Officer
	Report on all RAP achievements, challenges and learnings internally to all staff and players via the Club Intranet 'Blueboard'.	October 2020	Community Engagement Manager
ACTION 15			
Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	August 2020	Community Engagement Manager
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	October 2020	Community Engagement Manager

THANK YOU

The establishment of our RAP has been a key project led by a range of different individuals at Carlton FC, endorsed by the board and executives.

Two bodies assisting the direction, creativity and implementation of the Innovate RAP are the RAP Advisory Board and RAP Working Group.

The RAP Advisory Board are a group of internal club staff and external members to assist the Club in guiding its Aboriginal and Torres Strait Islander overall engagement strategy, while also providing a direction to take within the Innovate RAP.

The role of the internal RAP Working Group is for Carlton FC staff members to create and take ownership of the Carlton FC Innovate RAP to execute within their own areas of the business and ensure implementation across the organisation.

We would like to thank RAP Advisors:

- Aunty Pam Pedersen (Victorian Aboriginal Honour Roll)
- Uncle Syd Jackson (Carlton FC Dual Premiership player)
- Shelley Ware (Presenter, Marngrook Footy Show)
- Shawn Wilkey (Director of Strategy, Aboriginal Victoria).

The Club has also been assisted in this process by the RAP Working Group consisting of:

- Anya Podbury (GM – People & Culture)
- Cathy Altham (Assistant Accountant)
- Jessica Manning (Corporate Account Services Manager)
- Alex Bianchini-Kometer (Brand & Marketing Manager)
- William Hartnell (Corporate Partnerships Manager)

- Nicole Rowlings (Member Operations Manager)
- Alan Pfeiffer (Venue Operations Coordinator)
- Adrian Asdagi (Community Engagement Manager)
- Natalie Plane (AFLW player, of Aboriginal heritage, optional attendee)
- Sam Petrevski-Seton (AFL player, of Aboriginal heritage, optional attendee)
- Jarrod Pickett (AFL player, of Aboriginal heritage, optional attendee)
- Jarrod Garlett (AFL player, of Aboriginal heritage, optional attendee)
- Liam Jones (AFL player, of Aboriginal heritage, optional attendee)
- Kym Lebois (AFL player, of Aboriginal heritage, optional attendee)

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