

**WESTERN
BULLDOGS**



**RECONCILIATION
ACTION PLAN**

INNOVATE

INNOVATE RECONCILIATION ACTION PLAN

July 2018–July 2020

Footscray Football Club Ltd. trading as Western Bulldogs

EXPLANATION OF COVER IMAGE

‘Embrace’ is symbolic of the Western Bulldogs’ vision for reconciliation.

The journey begins with the club and its all-inclusive approach – its players, programs, events, supporters and central to best practice, its staff. Alongside, the Aboriginal and Torres Strait Islander communities that the club connects with and is guided by - Elders, program participants, youth, families, supporters and club partners across Melbourne and Victoria’s Western regions.

Both the club and community walk the journey together, gaining momentum and further developing the club’s capacity to understand, engage and empower community contribution.

Entering new waters, like that of The Kulin Nation’s Maribyrnong River, as it approaches the Yarra River junction before making its way to Port Phillip Bay. Movement, change, opportunity and progress.

Ahead, a meeting place where positive outcomes are celebrated – a deepened respect for, strengthened relationships with and opportunities created for an empowered Aboriginal & Torres Strait Islander peoples.

ARTIST BIO

Kylie Clarke is a proud Gunditjmara, Wotjobaluk and Ngarrindjeri woman and a life-long Bulldogs supporter.

Growing up on Wadawurrung Country in Geelong, Kylie discovered a love for art at an early age. She has since created contemporary designs for friends and family and government and non-government organisations. Her most celebrated being the 2017 Western Bulldogs Indigenous Guernsey.

Kylie has delivered Aboriginal Youth and Education Programs in Darwin, Gippsland and Geelong over the past 16 years. She is passionate about community, mentoring and celebrating culture. For Kylie, art is therapeutic. A means of connecting to place, ancestry and culture through story. Stories symbolizing life’s journey of aspirations, possibilities and growth.



A MESSAGE FROM THE CEO

It is a great honour and pleasure to present the Western Bulldogs’ inaugural Reconciliation Action Plan.

The Western Bulldogs has built a strong reputation as a club which exists for the community it represents.

The vast array of cultures and backgrounds in the west of Melbourne and western Victoria has allowed the Club to directly impact and enrich the lives of those living and working in these regions. Through the Club’s Community Foundation, the Bulldogs continue to unite communities through the celebration of diversity and pursuit of social cohesion.

We have a proud history of supporting Aboriginal and Torres Strait Islander youth, highlighted by the Club’s Nallei-Jerring Koori Youth Leadership Project, which aims to inspire, educate and encourage Aboriginal and Torres Strait Islander young people to become future leaders in the community.

Now is the time for the Bulldogs to elevate our commitment to making a strong contribution to promoting reconciliation, working closely with the Aboriginal and Torres Strait Islander community, so we can move toward a better future, together.

Specifically, the club’s first Reconciliation Action Plan will enable it to commit to implementing and measuring practical actions which build respectful relationships with, and create opportunities for, Aboriginal and Torres Strait Islander peoples.

Through this plan, we have committed to being an organisation which is dedicated to encouraging reconciliation in Australia. We hope you will join us in our journey.

— Ameet Bains

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to build a culture of equality, respect and recognition of the cultures, histories and contributions of Aboriginal and Torres Strait Islander peoples as the First Australians and to stand as a beacon to the community around us.

Through this process we will strive to become a national leader on the road to reconciliation; working closely with our existing connections, while building new relationships in an effort to become a Club that people are proud to be a part of, and one that is admired from afar.

In context, that means creating an inclusive and diverse workplace, where shared history is acknowledged, negative stereotypes are removed, and the road forward is clear, using our unique reach and influence with young Australians to light the way to a better and brighter future.

OUR CLUB

As far back as the 1870s, football has been the beating heart of Footscray, and its football club, later christened the 'Bulldogs', has been synonymous with the land west of the Maribyrnong River, from its days as an industrial borough to the increasingly gentrified streets we see today.

Periods of dominance in the early 20th century in the old Victorian Football Association would lead to admission to Victorian Football League in 1925, and while nationally Australians found inspiration in the deeds of Phar Lap and Don Bradman during the Depression, as unemployment rose throughout Melbourne's west, the rising fortunes of the local team gave people hope.

Fast forward almost a century and the Western Bulldogs are still more than a football club to the people in and of our community. We have a long and proud history as the Community Club of the AFL; delivering innovative and engaging programs through our Community Foundation, delivering real outcomes for the people living and working in our backyard.

We have offices at Victoria University Whitten Oval in Footscray West and on Mair Street in Ballarat, and the Club also operates two additional venues, Club Leeds in Footscray and The Peninsula Club at Dromana.

The Club employs 180+ people, including two staff members who identify as Aboriginal, and we have recently employed an Indigenous Programs Manager, whose principal focus is to provide effective and efficient project development and implementation of culturally appropriate Aboriginal and Torres Strait Islander programs across our Administration and Football departments.

This is just one of many changes the Club will make as our journey progresses. We acknowledge that we've been historically weak in this area so in the development of our RAP we've consulted, collaborated and sought advice from a number of people and organisations who are at different stages of their own RAP journeys to help guide us on our way forward.

Already we've learnt so much, yet our education continues, but our people, all of whom self-nominated to be a part of this critical period in our Club's history are determined and understand the importance of continuing to build partnerships with Aboriginal and Torres Strait Islander peoples and organisations outside of our own programs.

To be a part of the Western Bulldogs is to be a part of something special, something bigger than ourselves, and a place that has the power and the passion to make a real difference beyond the boundary.



OUR RAP

Reconciliation begins with all of us and the Western Bulldogs stand ready to play our role.

More than a document or a statement of values, the RAP will lead to real action in further educating our players, staff and fans, strengthening our existing connections with the community and establishing new connections throughout western Victoria that will see us create the right environment for the advancement of Aboriginal and Torres Strait Islander peoples.

As a Club we pride ourselves on celebrating diversity as an integral part of a united and cohesive community and we engage with multicultural, Aboriginal and Torres Strait Islander and all abilities communities through programs like Sons of the West, Nallei-Jerring Koori Youth Leadership Project, and Ready, Settle, GO among others.

As a nationally recognised brand central to the community of Melbourne's west, we can and do play a pivotal role in helping our people reach their full potential by ensuring they are accepted regardless of their gender, race or faith, a commitment we take very seriously.

For us, it's important we engage and represent the wider community through our actions, and our end goal is to create a greater sense of community for all Western Bulldogs supporters and the people of the western region of Victoria.

As part of our RAP journey, which we embarked in 2017, our RAP Working Group visited the Living Museum of the West to hear from Aboriginal Elder, Uncle Larry Walsh regarding the history of Aboriginal and Torres Strait Islander peoples in our region and club staff have undertaken face to face Cultural Awareness Training with Leon Egan's and his Bundyi Giilang initiative.

And in the lead-up to National Reconciliation Week the club initiated an official "Reconciliation" match against the Collingwood Football Club on May 26 at Victoria University Whitten Oval.

The RAP journey is a journey of self-discovery for our Club and its people and as part of this process, we surveyed our staff and discovered that while 91% acknowledge the importance of Aboriginal and Torres Strait Islander cultures to Australia's identity, only 23% profess to have an understanding of Aboriginal and Torres Strait Islander histories.

In developing the Club's first ever Reconciliation Action Plan, the Western Bulldogs have taken the first step in an important journey and bringing our own people on that journey is just the beginning.

This RAP aims to formalise our role in celebrating Aboriginal and Torres Strait Islander peoples, while promoting reconciliation and a deeper understanding of Aboriginal and Torres Strait Islander heritage and cultures.



OUR PARTNERSHIPS/CURRENT ACTIVITIES

Central to the community of Victoria’s west, the Western Bulldogs have a long and proud history of community engagement.

We celebrate diversity as an integral part of a united and cohesive society and aim to engage with multicultural, Aboriginal and Torres Strait Islander and all abilities communities via innovative and engaging programs for individuals and families who live and work in the west.

Like our players, our community is courageous, strong and resilient, and over many, many years our Club has developed and implemented a range of initiatives and programs that demonstrate our commitment to reconciliation.

Our Nallei-Jerring Koori Youth Leadership Project aims to support Aboriginal and Torres Strait Islander young people between the ages of 12-16, by providing opportunities through the Club as a way of encouraging leadership within the local Aboriginal and Torres Strait Islander community.

The Club is used as a vehicle to inspire, educate and encourage Aboriginal and Torres Strait Islander young people to become future leaders in the West Metro Aboriginal and Torres Strait Islander community.

And on the field, our Next Generation Academy Program has been established to better develop and prepare both multicultural and Aboriginal and/or Torres Strait Islander youths residing in both western Melbourne and western Victoria, to become AFL and AFLW Players.

All these programs are being delivered through a network of partners including Aboriginal and Torres Strait Islander organisations and our RAP process has helped us reflect on some of these partnerships and explore new ones.

The Club also recognises and participates in the AFL’s annual Sir Doug Nicholls Round, named in honour of the former Fitzroy footballer, Governor of South Australia, and the first Aboriginal or Torres Strait Islander to be knighted, and since 2014 have worn a guernsey designed by an Aboriginal artist to celebrate Aboriginal and Torres Strait Islander players and their cultures.

In 2018 the guernsey was designed by 16-year-old Wurundjeri –Yorta Yorta artist, Cooper Craig-Peters. Craig-Peters’ Bulldogs roots run deep. He’s a graduate of both the Western Bulldogs Community Foundation’s Leadership Project and Nallei-jerring program and is a member of the Club’s Next Generation Academy.

For the past two years, there has been a Welcome to Country provided by a Traditional Custodian before each game in Ballarat, including in 2017 ahead of the first ever AFL game played in the Victorian Goldfields, and our senior coach, Luke Beveridge, plays an ambassadorial role with Wugubank, a small school driven program between Penbank campus of Woodleigh on the Mornington Peninsula and the Wugular School in the Northern Territory.

Further, in an historic gesture ahead of a 2015 game, then Bulldogs captain Robert Murphy wore Adam Goodes’ No.37 in support of the Sydney Swans captain who at the time was being booed by sections of the crowd at AFL games. The entire Bulldogs team also wore a guernsey designed by an Aboriginal artist in support of the Sydney champion.

By beginning the process toward establishing our first ever RAP, we formally commit to building on the good work we are already doing in the community, and to play our role in promoting respect and a deeper understanding on the road to Reconciliation.



“I learnt about where I come from. Before I didn’t even know what tribe I was from and now I know, so it’s helped me learn more about where I’m from.”

Liam Cutajar – Nallei-Jerring Participant

“Thank you Western Bulldogs, I am proud to be a NGA member. Thank you for the opportunity to work with such elite football experts. I have enjoyed and learnt so much from all areas of the program. The honest feedback has been invaluable in the development of my game. Thank you for support and mentoring”

Lochie Dawson – NGA Participant



“We’ve learnt from our Elders. Not just normal people from the street, actual Elders. It used to happen back in the day, when all the men, and all the Elders used to teach the children, and that’s how it feels like here, but in a modern way.”

Tyson Atkinson – Nallei-Jerring Participant

2018 INDIGENOUS GUERSEY DESIGN

The 2018 Western Bulldogs Indigenous Guernsey has been designed by young Wurundjeri –Yorta Yorta artist, Cooper Craig-Peters. Cooper is an active member of the Aboriginal, Ballarat and Western Bulldogs community.

We were honoured when Cooper presented us with his design. Cooper is a participant in the Western Bulldogs Next Generation Academy, shared his story in the Real Strength Community Series and is a graduate of both the Western Bulldogs Leadership Project (formerly Whitten Project) and the Western Bulldogs Nallei-Jerring Koori Youth Leadership Program.

“The design of the Guernsey takes you through my life’s journey so far. The lines represent the many paths I have taken. Each circle represents an important event in my life. The footprints pay respect to my ancestors. The red, yellow and black circle proudly represents my Aboriginal heritage. The green, black, white and blue circle represents the Torres Strait Islander community. This is my story and I’m proud to share it with you.”

Cooper Craig-Peters



OUR RAP WORKING GROUP

The Western Bulldogs RAP is championed by our CEO, Ameet Bains and the General Manager, Western Bulldogs Community Foundation, Kashif Bouns, who are supported by the RAP Working Group. The RAP Working Group is made up of the following people who are responsible for the development, implementation, monitoring and reporting of the RAP.

At this stage, Brett Goodes is the only member of our RAP Working Group who identifies as being Aboriginal however, we have aspirations to grow this representation as our RAP journey progresses. The RAP Working Group reports into the Club's RAP Advisory Group which consists of Club President, Peter Gordon, CEO, Ameet Bains and four members of the Working Group.

Kashif Bouns – General Manager, WBCF

As a migrant, I had very limited knowledge of Australia's history, overtime I had the privilege of working with a number of Aboriginal and Torres Strait Islander people who helped me understand the importance of reconciliation. For Australia to progress as a nation we must move forward as one by closing the gap between Indigenous and non-Indigenous Australia and the Bulldogs RAP provides me and the rest of the group an opportunity to do our bit in closing that gap.

Troy Daniel – Editorial Manager

As an Australian, I'm really proud to play my part, albeit small, in our Club and our country's move toward reconciliation. It's the right thing to do and a worthy legacy to leave for future generations.

Brett Goodes – Ballarat Engagement Manager

Being one of the few Indigenous personnel at the club over the past several years, I have always felt a responsibility to keep pushing our club in the direction of Reconciliation. To finally be at this point and to play a role in developing the Club's inaugural RAP means as much to me as when I played my very first game for the club.

Chris Grant – Director of Football

I am proud of our Club for creating our first RAP, and by doing so, formally committing to assist with 'closing the gap' initiatives to create real and lasting change for Aboriginal and Torres Strait Islander Australians. I am very humbled to be a part of the process.

Michelle Hage – Diversity and Social Inclusion Manager

I feel privileged and proud to be involved in exploring our club's vision for reconciliation. We are a club that celebrates diversity and inclusion and so I couldn't be more excited about working with the club and our stakeholder to learn more and establish meaningful and genuine actions, measures and initiatives to take the next steps forward.

Linda Murray – Group Relationships Coordinator

Being involved in our Club RAP journey is something that I wanted to do for me personally. My grandma and my grandad were Aboriginal, they both passed away when I was quite young. I didn't

get the chance to ask them much about their growing up and their background, they were both of the Stolen Generation and had no official birth documents. Through the RAP journey I have learnt so much and will continue to do so. I am so proud of this Club.

Dave Newton – Next Generation Academy Manager

My role as Manager of the Next Generation Academy has me working closely with Aboriginal and Torres Strait Islander players, their families as well as some of the key Indigenous community groups across Western Victoria. I am passionate about reconciliation and I'm pleased our club has taken this initiative as it will provide significant cultural security to our young NGA players as well as any future drafted players and or staff transitioning into and remaining at our club.

Brent Prismall – Player Welfare Manager

I wanted to be involved in the club RAP because I feel strongly about supporting Aboriginal and Torres Strait Islander players throughout their football careers. My role of AFL Player Welfare Manager is all encompassing and having all players feeling like they are supported in all ways including heritage and culturally is important to my role and my values as a person also.

Jordan Roughead – AFL Player

It is a great privilege being able to represent the WBFC playing group through the development and establishment of our club's RAP. Playing and working alongside Aboriginal and Torres Strait Islander peoples has helped me understand how important our nations Indigenous history is, and why it is important for our club to be a leader in this area.

Sally Zacharewicz – People Manager

I am very excited, and feel incredibly privileged, to be a part of the Club's inaugural RAP. I believe in human rights and justice and see it as imperative that our Club is a champion in this space. From this day forward we have a real opportunity to create a new legacy and make a genuine contribution to reconciliation here at the Western Bulldogs and within our Community.





Reconciliation can only occur when strong and respectful relationships are developed between Aboriginal and Torres Strait Islander peoples and non-Aboriginal people. We believe that fostering these relationships is the connection to a better understanding and awareness of First Australians and their cultures and essential to the Club’s journey for reconciliation.

Building strong relationships with our Aboriginal and Torres Strait Islander community is vital in support of our RAP but more importantly, critical for the success of our core business. As a Club, our survival is dependent on our ability to connect, engage and develop people, both inside and outside our four walls.

This RAP reinforces our ongoing commitment to maintaining and building strong relationships with Aboriginal and Torres Strait Islander peoples within our community. Our national brand and profile of our sport provides us with an opportunity to engage and positively influence outcomes with Aboriginal and Torres Strait Islander peoples. Furthermore, it also provides us with a platform to influence community views and opinions regarding issues such as respect and reconciliation.

As part of this RAP, we aim to deepen our work with our Aboriginal and Torres Strait Islander community through, not only our existing programs, but by developing new partnerships with key stakeholders across all sectors. Moving forward we aspire to use our position of influence to eventually become leaders in this space.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	· Review the Terms of Reference for the RWG annually	Jun 2019, 2020	People Manager
	· Call for nominations for the RWG each year if positions become available	Jul 2018, Jul 2019	People Manager
	· Ensure the RWG meet every two months	Jul 2018, 2019, 2020	People Manager
	· RWG to oversee development, endorsement and launch of RAP	Jul 2018	People Manager
	· RAP endorsed by RAG	Jul 2018	People Manager
	· Develop & distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our community	Jun 2019	Ballarat Engagement Manager
	· Ensure at least 25% of RWG is made up of Aboriginal and/or Torres Strait Islander peoples	Jun 2019	People Manager
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	· Provide staff and players with information regarding external events in NRW week	May 2019, 2020	People Manager
	· Encourage staff and players to attend an external NRW Event during business hours	May 2019, 2020	People Manager
	· RWG and RAG to attend an external event to celebrate NRW	May 2019, 2020	People Manager
	· RWG to facilitate an internal event for staff during NRW	May 2019, 2020	Group Relationships Manager
	· Register all NRW events via Reconciliation Australia’s NRW website	May 2019, 2020	Group Relationships Manager
	· Support and/or sponsor an external NRW event	May 2019, 2020	Diversity and Social Inclusion Manager
	· Download Reconciliation Australia’s NRW resources and circulate to staff	May 2019, 2020	People Manager

3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	· Engage with local Elders to build relationships and mutual support	Jul 2018	Ballarat Engagement Manager
	· Meet with local Aboriginal and/or Torres Strait Islander organisations to develop mutually beneficial relationships	Aug 2018	Ballarat Engagement Manager
	· Invite past Aboriginal and Torres Strait Islander players to events to continue their relationship with the Club (ie. Past Player Events, Presidents Club for Indigenous Round)	Jul 2018, 2019	Ballarat Engagement Manager
	· Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	Oct 2019	General Manager, WBCF
	· Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	Mar 2019	Ballarat Engagement Manager
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	July 2018	People Manager
	· Promote reconciliation through ongoing active engagement with all stakeholders	July 2018	People Manager
	· Send quarterly RAP update from the CEO to staff and players	Jul/Oct 2018, Jan/Apr/Jul/Oct 2019, Jan/Apr 2020	People Manager
	· Email final RAP to all staff and players	Jul 2018	People Manager
	· RWG to host an event coinciding with the launch of the RAP	Jul 2018	Diversity and Social Inclusion Manager
	· Make RAP available on our Club website	Jul 2018	People Manager
	· Erect Aboriginal and Torres Strait Islander flags within the grounds of our home facility	Oct 2018	Director of Football
	· Display Aboriginal and Torres Strait Islander flags in all of our venues	Jan 2019	People Manager
	· Display Aboriginal and Torres Strait Islander flags at Etihad Stadium for all home matches	Jul 2018	Editorial Manager
	· Ensure our past and present Aboriginal and Torres Strait Islander players are recognised in the Multicultural cabinet within the Bulldogs Museum	Sep 2018, 2019, 2020	Group Relationships Manager
5. Create awareness of current Aboriginal & Torres Strait Islander Programs	· Publish an article regarding the Nallei Jerring Program on our website	Dec 2018	Editorial Manager
	· Profile an Aboriginal and/or Torres Strait Islander participant of our NGA Academy for our website that will be pushed out via our Social Media channels	Feb 2019	Editorial Manager
6. Develop and strengthen relationships with RAP organisations in our local area to share reconciliation experiences and learnings with	· Develop a list of RAP organisations in our local area & within our sphere of influence	Jul 2018	Ballarat Engagement Manager
	· Organise and facilitate bi-annual meetings with other RAP organisations to discuss learnings, challenges and experiences	Jan, Jul 2019, Jan 2020	Ballarat Engagement Manager
7. Promote initiatives to strengthen outcomes and foster positive relationships with Aboriginal and Torres Strait Islander peoples	· Develop and communicate a strategy for addressing racism on and off the field	Jun 2019	Player
	· Investigate opportunities to collaborate with other AFL clubs to promote anti-discrimination dialogue	Mar 2020	Player Welfare Manager
	· Join the ‘Racism. It Stops With Me’ campaign	Dec 2019	Player
	· Communicate Western Bulldog’s anti-racism policy to all members and supporters	Aug 2019	Director of Football





As part of our RAP journey we’ve committed to increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our own organisation, an endeavour that though noble, it’s equally challenging due to an acknowledged historic gap in this area.

This year the Club has introduced Acknowledgement of Country and Welcome to Country protocols, a first for our organisation, and an important education piece for all stakeholders, internal and external, around the understanding of Aboriginal and Torres Strait Islander connections to Country.

Our staff have also begun to undergo cultural awareness training as an important first step in gaining better awareness of major on-going challenges of reconciliation.

Historically, Footscray is our home, and as we lift our gaze to Ballarat and beyond it’s important we acknowledge and thank those who have come before us.

The lands and waters of the Traditional Custodians, and their stories, past and present, are the legacy to all of us as we embark on this journey toward reconciliation together. But for a RAP to have substance and meaning, it must be more than statements of intent, we must make real connections and orchestrate real change on the shared path to reconciliation. Otherwise, the words represent no more than a gesture.

We want to be more than that. It’s who we are, who we aspire to be, and this RAP is our opportunity to contribute in a way that will make people proud to be part of the Western Bulldogs, and in the future, make our own children proud that we were on the right side of history. Or more simply put, it’s the right thing to do.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
8. 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 Aboriginal and Torres Strait Islander 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)	Oct 2018	People Manager
	· Provide extended Cultural Awareness Training for RWG to build on previous training undertaken	Nov 2018	People Manager
	· Provide extended Cultural Awareness Training across the business to build on previous training undertaken	Sep 2019	People Manager
	· Engage with local community partners to ascertain Traditional Custodians of home grounds	Aug 2018	Next Generation Academy Manager
	· Create a map representing the Club’s catchment area and the corresponding Traditional Custodians	Jul 2018	Next Generation Academy Manager
	· RWG to attend the Bunjilaka Aboriginal Cultural Centre at Melbourne Museum	Nov 2018	General Manager, WBCF
	· Invite all staff to attend a storytelling session with a local Elder	May 2019	Diversity and Social Inclusion Manager
	· Encourage our staff and players to view and use the Share Our Pride online tool	Sep 2018	People Manager
	· Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	Jan 2019	People Manager
	· Investigate a Cultural Immersion Program for the RWG	Mar 2019	Ballarat Engagement Manager
	· Have the Executive attend a Cultural Immersion Program	Jan 2020	Ballarat Engagement Manager

9. 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	Oct 2018	Editorial Manager
	· Include an Acknowledgement of Country at the commencement of all important internal and external meetings (including the weekly staff meeting)	Jul 2018, 2019	Editorial Manager
	· Encourage staff to include an Acknowledgement of Country at the commencement of all meetings	Jul 2018, 2019	Editorial Manager
	· Conduct an Acknowledgement of Country at the beginning of all major Club events	Jul 2018, 2019	Editorial Manager
	· Invite a Traditional Owner to provide a Welcome to Country at significant events, including our Ballarat Home Games	Jul 2018, 2019	Ballarat Engagement Manager
	· Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	Aug 2018	Ballarat Engagement Manager
	· Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country	May 2019	General Manager, WBCF
	· Display an Acknowledgement of Country plaque in each of our venues	Oct 2018	People Manager
	· Display an Acknowledgement of Country in all major Club publications (ie. Annual Report, Club magazines etc)	Aug 2018	Editorial Manager
	· Display an Acknowledgement of Country on the Club’s website	Oct 2018	Editorial Manager
	· Invite a Traditional Owner to provide a Welcome to Country at AFL Sir Doug Nicholls Indigenous Round	Jun 2019, 2020	Editorial Manager
	· Include an Acknowledgement of Country statement and the Aboriginal and Torres Strait Islander flags into email signatures of all staff	Jul 2018	People Manager
10. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	· In consultation and collaboration with Traditional Custodians, create an Acknowledgement of Country video message to be played at the start of all home matches	Jan 2019	Editorial Manager
	· Display a permanent Acknowledgement of Country message on digital screen at entrance to Whitten Oval	Jul 2018	People Manager
	· Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week or any other Aboriginal or Torres Strait Islander dates of significance	Jun 2019, 2020	People Manager
	· Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week	Jul 2018, 2019	People Manager
	· RWG to facilitate a morning tea with staff and members of the Aboriginal and Torres Strait Islander community during NAIDOC Week	Jul 2019, 2020	Diversity and Social Inclusion Manager
	· Invite a member of the Aboriginal & Torres Strait Islander community to facilitate an Aboriginal art activity with Staff	Jul 2018, 2019	Group Relationships Manager
	· Provide staff and players with information regarding local external events in NAIDOC Week	Jun 2019, 2020	People Manager
	· Encourage staff and players to attend an external NAIDOC week event during business hours	Jun 2019, 2020	Player
	· RWG and RAG to attend an external event to celebrate NAIDOC Week	Jul 2019, 2020	General Manager, WBCF
	· Support an external NAIDOC Week community event	Jul 2019, 2020	General Manager, WBCF
11. Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance	· Send an email to all Staff and Players regarding Aboriginal and Torres Strait Islander dates of significance explaining their significance in Australian history	Aug 2018	People Manager
	· Facilitate an internal or external event/activity on an Aboriginal and Torres Strait Islander day of significance each year	Dec 2018, 2019	Group Relationships Manager





As has been the case on our playing lists over the years, Aboriginal and Torres Strait Islander peoples are not strongly represented within our organisation but through the development of our RAP, we've seen an opportunity to make the appropriate changes in this area.

We're doing this by looking at our recruitment practices at both player and staff level and by identifying ways in which we can introduce more Aboriginal and/or Torres Strait Islander owned businesses into the Club.

Furthermore, the real opportunities for Aboriginal and Torres Strait Islander youth created through the ongoing work of the Western Bulldogs Community Foundation, and the continued growth of our Next Generation Academy are driving positive outcomes within our local Aboriginal and Torres Strait Islander community both on and off the football field.

Participants in both programs cite how they've been able to connect with their roots and their communities through mentoring and exposure to Elders, helping them understand more about where they come from.

According to them, this gives them confidence in themselves and is helping them develop as future leaders in the community.

Internally, the hiring of Indigenous Programs Manager will help the Club, and members of the RAP Working Group create an environment where Aboriginal and Torres Strait Islander people feel welcome, comfortable and confident.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
12. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	· Recruit an Aboriginal and/or Torres Strait Islander Program Manager	Jul 2018	People Manager
	· Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy	Jan 2020	People Manager
	· Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	Dec 2018	People Manager
	· Work with AFL SportsReady to identify relevant recruitment pathways for Aboriginal and/or Torres Strait Islander employees	Feb 2019	People Manager
	· Advertise all vacancies in Aboriginal and Torres Strait Islander media	Sep 2018	People Manager
	· Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'	Jul 2018	People Manager
	· Develop best practice guidelines for Aboriginal and Torres Strait Islander Players based on AFL Players Association guidelines	Sep 2018	Director of Football
	· Amend our Staff and Player Information Forms to ensure that we are aware of any staff that identify as Aboriginal and/or Torres Strait Islander people	Aug 2018	People Manager
	· Consult with our current Aboriginal and Torres Strait Islander staff on employment strategies, including professional development	Dec 2018	People Manager
	· Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal or Torres Strait Islander employees joining the Club	Dec 2018	People Manager

13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	· 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	Dec 2019	General Manager, WBCF
	· Meet with a representative from Supply Nation to investigate supplier opportunities throughout the business	Jun 2019	General Manager, WBCF
	· Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services,	Aug 2019	General Manager, WBCF
	· Coordinate a meeting with relevant department heads and venue managers to discuss the inclusion of Aboriginal and/or Torres Strait Islander owned businesses as a part of our procurement practices moving forward	Sep 2019	General Manager, WBCF
	· Add at least 2 new Aboriginal and/or Torres Strait Islander owned businesses to our supply chain	Oct 2019	General Manager, WBCF
	· Investigate Supply Nation membership	Feb 2020	Diversity and Social Inclusion Manager
14. Support educational opportunities for Aboriginal and Torres Strait Islander peoples	· Work with Victoria University's Moondani-Balluk Academic Unit to discuss the implementation of an academic scholarship opportunity for an Aboriginal and/or Torres Strait Islander student	Nov 2018	General Manager, WBCF
	· Liaise with Maribyrnong Secondary College regarding academic or sporting scholarship/ placement opportunities for Aboriginal and Torres Strait Islander students	Feb 2019	Next Generation Academy Manager
	· Support an employee to undertake the Emerging Indigenous Executive Leaders Program	Feb 2019	People Manager
	· Provide Aboriginal & Torres Strait Islander participants of our Community or NGA programs an opportunity to design the Indigenous Round guernsey	Jan 2018, 2019	Next Generation Academy Manager
	· Provide a scholarship for an Aboriginal and/or Torres Strait Islander person within our community to undertake our Nallei Jerring Program or our Youth Leadership Program	Jan 2019	General Manager, WBCF
	· Provide Aboriginal and Torres Strait Islander participants of our NGA with the opportunity to undertake either the Nallei Jerring Program or our Youth Leadership Program	Jan 2019	Next Generation Academy Manager
15. Participate in the AFL Sir Doug Nicholls Indigenous Round	· Invite a Traditional Owner to provide a Welcome to Country at AFL Sir Doug Nicholls Indigenous Round	Jun 2019, 2020	Editorial Manager
	· The guernsey worn in AFL Sir Doug Nicholls Indigenous Round to be designed by an Aboriginal and/or Torres Strait Islander person from within our community or a member of one of our Indigenous Community Programs	Jan 2019, 2020	Next Generation Academy Manager
	· Have the artist present to the Playing Group and Staff regarding the meaning behind the guernsey design	Jun 2019, 2020	Player Welfare Manager
	· All proceeds from the sale of the guernsey will be donated to Aboriginal & Torres Strait Islander programs	Aug 2019, 2020	General Manager, WBCF





GOVERNANCE AND TRACKING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
16. Report RAP achievements, challenges and learnings to Reconciliation Australia	· RWG to collect data for the RAP Impact Measurement Questionnaire	Jul 2018, 2019, 2020	People Manager
	· RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	Aug 2018, 2019, 2020	People Manager
	· Submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Sep 2018, 2019, 2020	People Manager
	· Develop and implement systems required to track, measure and report on reconciliation activities	Jul 2018	People Manager
17. Report RAP achievements, challenges and learnings internally and externally	· Investigate participating in the RAP Barometer	May 2020	General Manager, WBCF
	· Send quarterly RAP update from the CEO to staff and players	Jul/Oct 2018, Jan/ Apr/Jul/Oct 2019, Jan/Apr 2020	People Manager
	· Report our RAP achievements on the Club website and in member communications	Nov 2018, 2019	People Manager
	· Measure effect of RAP (& associated practices) on staff awareness by conducting follow up measurement	May 2019, 2020	People Manager
	· Create a RAP Progress Report annually to include in the Club's Board Report and to be circulated to Staff	Jun 2019, 2020	People Manager
18. Review, refresh and update RAP	· Liaise with Reconciliation Australia to develop a new RAP based on learning from initial Innovate RAP	December 2019	People Manager
	· Send draft RAP to Reconciliation Australia for review and feedback.	March 2020	People Manager
	· Submit draft RAP to Reconciliation Australia for formal endorsement	July 2020	People Manager



THANK YOU

The Western Bulldogs would like to thank the following people, for their contributions and insights into our inaugural RAP journey:

- Tyson Atkinson (Nallei-Jerring Program Participant)
- Paola Balla (Victoria University Lecturer, PhD Candidate, artist and curator)
- Bridget Barker (Diversity and Inclusion Manager, North Melbourne Football Club)
- Elizabeth Campbell (Indigenous Finance Manager, NAB)
- Kylie Clarke (Artist)
- Cooper Craig-Peters (Nallei-Jerring Program and Next Generation Academy Participant)
- Liam Cutajar (Nallei-Jerring Program Participant)
- Lochie Dawson (Next Generation Academy Participant)
- Leon Egan (Director, Bundyi Giilang Pty Ltd)
- April Goldring (Western Bulldogs VFLW Player)
- Karen Jackson (Director - Moondani Balluk Indigenous Academic Unit, Victoria University)
- Charlene Mullett (Nallei-Jerring Program Participant)
- James Mullett (Nallei-Jerring Program Participant)
- Elise Muller (Western Bulldogs VFLW Player)
- Michael Lacy (Head of Community)
- Uncle Larry Walsh (Elder)
- Jaynaya Winmar (National Reconciliation Partnership Manager - Indigenous National Technology and Telecom Network)

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