

**RICHMOND FOOTBALL CLUB**

*Maurice Rioli Reconciliation  
Action Plan 2018-2020*



## ARTWORK *(front cover)*

### *2018 Richmond Dreamtime Guernsey design*

The design symbolises the intricacies of our Indigenous culture, and how we use our artwork, song and dance to be powerful, strong and bold. But it's when we look deeper, and see all of those elements and our family, culture, land, and spirit all moving together as one, you see the true beauty of our people.

The yellow background symbolises the ground carvings of borra grounds, which are the grounds of initiation. A spear runs across the front of the jumper where the 'sash' usually sits, and also a shield on the back of the jumper. The spear element on the front of the jumper is a representation of the relentless spirit that resides in all of us, helping us to overcome the hardships and challenges in our lives.

We stand with resolve that no matter how many times we get knocked down, no matter how great the obstacles that lay before us, no matter the fear, the doubt, or the worry, we will get up time and time again, and we will feel the roar of our relentless spirit.



### *Robert Young*

#### **About the artist**

Robert Young is a 28-year-old Gunnai and Wiradjuri man living in Warrandyte, Victoria.

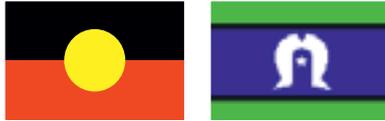
Young has grown up around the arts, his mother and uncles are artists and performers, and Young himself studied Theatre at the Victorian College of the Arts. In recent years Young has grown into a prominent contemporary Indigenous artist in Australia.

He has created several Reconciliation Action Plan artworks, a large inner city mural on Charcoal Lane Restaurant in Fitzroy (formally the Victorian Aboriginal Health Services.) Young is also a mentor, and does cultural presentations and workshops in schools and businesses around Australia.

Young's artistic inspiration comes from his culture, family, nature, and his own internal creativity that has been formed from his life experience.

Through his art, Young seeks to empower other young Indigenous men and women, and also educate people on Indigenous culture, history and spirituality. He hopes to support the next generation of Indigenous people to develop a strong identity of self, culture, community and social justice.





## ACKNOWLEDGEMENT TO COUNTRY

*Richmond respectfully acknowledge the Wurundjeri people  
as the traditional owners of these lands*

The Richmond Football Club plays a vital role in engaging with communities and stakeholders around and among us, including the young, Elders, and those from the many diverse cultural backgrounds that comprise our Australian society today.

Such engagement has been a part of this land for many thousands of years. Aboriginal ancestors traveled this very land for many reasons, including meetings, knowledge exchange, celebrations, and tradition. Many sites of current day meetings, including the MCG and our own Punt Road Oval, take place on Wurundjeri country and where the Kulin Nation met for thousands of years for the same reasons.

Everyone who was born in this country was born on traditional Indigenous land. We therefore become part of its history and culture, and have rights and responsibilities to this history and culture. All visitors to Australia, once welcomed, also become part of this history and culture through their

new connections with our land. These connections have been a vital part of Indigenous cultures, all over the world, for many thousands of years, much longer in this part of the world than any other current connections. We therefore have a responsibility to honour those who came before us, and honour their legacy by conducting our current business with respect, understanding, and honour.

Richmond Football Club and The Korin Gamadji Institute (Woiwurrung language) respectfully acknowledge the Wurundjeri people as the traditional owners of these lands. We pay our respects to Elders past and present and we commit to caring for these ancient lands, which have been nurtured for thousands of years.

We are honoured to be able to establish our own connections with this history and culture, and will strive to operate our famous Club in the spirit of the Wurundjeri ancestors who came before us.

## OUR PURPOSE

### *Connecting to thrive and win.*

*“Our success will be determined by the strength of the connections we build with each other, and our determination to lead as one.”*

*– Brendon Gale, CEO Richmond Football Club*



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*2015 Dreamtime at the 'G*



## MESSAGE FROM THE RICHMOND PRESIDENT

*Peggy O'Neal*



Few visions or endeavours can be realised without the scaffolding of partnership. While a journey might begin as a solo undertaking, its longevity – and success – relies on collaboration.

In 2011, our Club's Maurice Rioli Reconciliation Action Plan (RAP) marked not only a crucial step forward in the Richmond Football Club's journey towards supporting reconciliation, but an important new partnership with Reconciliation Australia.

Since then, our 2015–16 RAP demonstrated, through the power of shared partnership, a meaningful contribution towards strengthening the relationships between Aboriginal and Torres Strait Islanders and non-Aboriginal and Torres Strait Islanders.

This 2018–20 RAP marks a point of depth in our reconciliation journey, enhanced through the mutual support of new alliances: Culture is Life, National Indigenous Congress, PWC Indigenous Consulting, the Australian Indigenous Leadership Centre, Melbourne Indigenous Transition School, and more, all of which enrich the Club's vision and shared goal towards cultural unity.

Partnership, closely aligned with teamwork, is something that runs deep within the four walls of our Club. Richmond's board, management, staff, players and supporters remain united in our shared commitments, as we further our reconciliation roadmap to ensure the targets by which measure our success are not only met, but built upon.

Through the Club's Korin Gamadji Institute, we continue to celebrate and communicate Indigenous rights, culture and heritage, while creating new opportunities for the next generation of emerging Aboriginal and Torres Strait Islander leaders.

We remain proud of our RAP's 'Elevate' status, our key leadership role in the field, and the dedicated alliances within and outside the Club that help us to inspire change.

A handwritten signature in black ink that reads "Peggy O'Neal". The signature is written in a cursive, flowing style.

2018 Dreamtime  
guernsey worn by all  
four Richmond teams



# OUR STORY

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*The Richmond Football Club would like to share our Dreamtime guernsey story with you. We invite you to follow our story throughout this Plan.*



*In 2011, Richmond Football Club led the way with the first ever Dreamtime-inspired player jumper, worn by players at the annual Dreamtime at the 'G match as part of the AFL Indigenous Round. Each year's fresh iteration of the Dreamtime jumper marks a visual evolution of the Club's reconciliation journey: each year, a fresh chance to encapsulate and celebrate Indigenous culture through the storytelling of local Indigenous artists.*





Aunty Joy Murphy  
Wurundjeri Elder

## MESSAGE FROM RECONCILIATION AUSTRALIA CEO

*Karen Mundine*



Reconciliation Australia congratulates Richmond Football Club on its past successes and ongoing commitment to advancing reconciliation, as it adopts its fourth Reconciliation Action Plan (RAP).

Richmond was the first AFL Club to develop an Elevate RAP, and now joins a select group of organisations that have gone above and beyond 'business as usual' to embed reconciliation into their core business practices, and decision-making at the highest level.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation with far-reaching, positive impacts. By raising the bar of its RAP ambitions, Richmond Football Club is setting an example as a leader in reconciliation.

2018 marks seven years of Richmond's RAP journey, throughout which the Club has maintained a strong track record of delivering on its commitments. The organisation has consistently delivered cultural learning, applied respectful business practices, and promoted Aboriginal and Torres Strait Islander employment as part of core business.

Richmond demonstrates its leadership skills by building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. This is exemplified by its aim to promote measures that advance stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians in relation to anti-racism, self-determination, and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). It aims to achieve this by ensuring all Richmond Football Club employees are familiar with UNDRIP, and for senior managers and directors to understand its purpose.

Richmond Football Club is dedicated to establishing and maintaining the understanding of Aboriginal and Torres Strait Islander histories, peoples and cultures in the workplace, as evidenced by its aim to create a meaningful and significant Dreamtime jumper design, and communicate the story behind it to a national audience.

Generating meaningful career pathways and training opportunities for First Australians is also a prominent focus of Richmond's Elevate RAP. I commend the Club's commitment to engaging at least 300 young Aboriginal and Torres Strait Islander people annually to participate in its leadership and cultural affirmation programming, through the Korin Gamadji Institute and broader Club programs.

On behalf of Reconciliation Australia, I congratulate Richmond on its Elevate RAP, and look forward to continuing to follow the many achievements within its ongoing reconciliation journey.

A handwritten signature in black ink, appearing to read 'KM', with a large circular flourish at the end.





Richmond AFL players with War Cry participants, KGI staff and Saint Ignatius College, Townsville

***“I hope that through the power of sport that together we have made the Tigers community fall in love with us as First Nations People of our Country, and in essence fall in love with their own country.”***

– Belinda Duarte, CEO, Culture is Life

## **MAURICE RIOLI**

Maurice Rioli stood only 175cm tall, but he was a giant in terms of his influence in both sporting and public life for his Aboriginal and Torres Strait Islander people.

On the football field, Maurice dazzled teammates, fans and opponents alike.

He was a genius with the football in his hands, a rare talent, whose sublime skills helped pave the way for the Aboriginal and Torres Strait Islander community to embrace, and subsequently thrive, in our great national game.

From 1982-87, Maurice excited the legion of Richmond supporters with his brilliant style of play, and he is regarded as one of the finest players to ever pull on the famous Yellow and Black guernsey.

He won back-to-back Best and Fairest awards in his first two seasons with the Tigers, the Norm Smith Medal as best-on-ground in a losing 1982 Grand Final side, and finished second in the competition's prestigious Brownlow Medal in 1983.

Maurice continued to serve his community long after his playing days had finished, through his work in public life, firstly as a politician in the Northern Territory Legislative Assembly, then in Community Services on the Tiwi Islands.

Right throughout, Maurice's primary objective was to improve conditions for Aboriginal and Torres Strait Islander people, whether they were from within his electorate, the Tiwi Islands, or anywhere else across Australia.

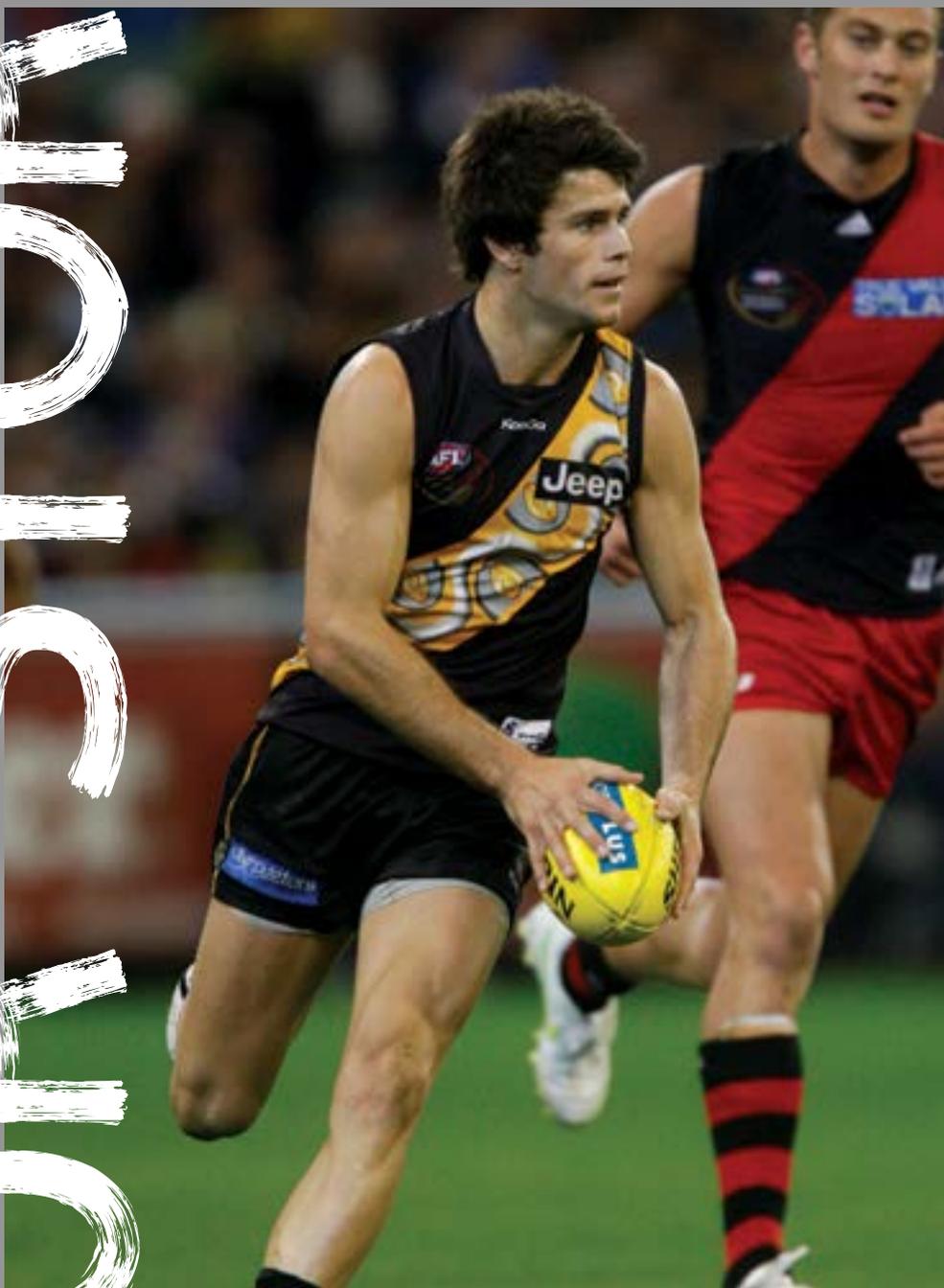
Maurice Rioli was a leader of his people, and a true champion, both on and off the field.

He was an enormously important figure in league football as a player, and as a trailblazer in the role he played for Aboriginal and Torres Strait Islanders.



*Inaugural Koori Women's  
Football Carnival, 2017*

DREAMTIME  
JUMPER  
2011



# 2011

2011 saw the launch of the debut Dreamtime jumper: the Richmond Football Club's iconic sash re-imagined through an encapsulation of iconic Victorian landmarks mixed with Indigenous football themes, designed by Yorta Yorta/Wiradjuri artist Jirra Lulla Harvey.

*"While Aboriginal art is diverse in style, our work tends to symbolise one thing – and that is cultural pride."*

*– Jirra Lulla Harvey*

# RICHMOND FOOTBALL CLUB

The Richmond Football Club (Richmond Football Club) has been an active competitor and member of the Australian Football League for over 130 years. More recently, the Club has worked to distinguish itself as a leading voice for cultural diversity, acceptance, and inclusion throughout Australian sport.

Based in Richmond, Melbourne, the Club and its subsidiary businesses, today employs 680 staff (full time, part time and casual) and is represented by 123 footballers (AFL, VFL, VFLW and VWFL). This includes eight Aboriginal players and six full-time Aboriginal staff. The Club has over 95,000 members and 500,000 supporters nation-wide.

The past decade has marked a deepening of the Club's relationship with Aboriginal and Torres Strait Islander communities. In 2011, the Club undertook a pivotal initiative at Punt Road Oval's Swinburne Centre: the development of the Korin Gamadji Institute (KGI), a unique facility that embraces and affirms First Peoples culture, and supports leadership development and celebrates the achievements of Aboriginal and Torres Strait Islander peoples.

Today, the KGI sits at the heart of the Club's operations. As well as being home to the Melbourne Indigenous Transition School and Wirrpanda Foundation, a primary initiative has been the Richmond Emerging Aboriginal Leadership program (REAL), a program that helps affirm identity and culture while creating opportunities for Aboriginal and Torres Strait Islander youth aged between 14 and 21 years. Since July 2011, more than fifty intensive programs have been delivered, with over 1000 individuals engaged. The KGI's Laguntas and Boorimul football programs, and KGI netball program also support cultural strengthening, leadership, health, and employment pathways for Aboriginal and Torres Strait Islander women and men.

The Club's Next Generation Academy (NGA), which was launched in 2016, has strengthened its relations with regional Victoria. The NGA supports the on and off-field growth and development of Indigenous and culturally diverse young men aspiring to play AFL football.

Richmond recently established new key entities, including Aligned Leisure: a 100% Richmond Football Club-owned subsidiary set up to manage the operations of the Club's health, fitness and leisure business activities; so too, the Richmond Institute of Sports Leadership: a unique tertiary program delivered in collaboration with Swinburne University that aims to develop the next generation of leaders in the sports industry.

## Our Vision for Reconciliation

Our vision for reconciliation is to connect our nation, uniting first and new peoples who thrive together.

Australian Rules Football is a shared passion of many Aboriginal and Torres Strait Islanders and non-Indigenous Australians. The Club understands the important role that football plays in uniting people through shared experiences and stories, and strives to celebrate the achievements of First Australians, both on and off the football field. We are aware of our responsibility and use our presence to have a positive social impact on our community.

## Our Club Purpose

Connecting to thrive and win.

## Our Club Values

Richmond is anchored by a set of unifying core values that support our aspirations and guide our conduct.

We aspire to be a Club that is Aware, Disciplined, Relentless, and United.

We value awareness as an organisation and as individuals.

We value a reputation as an authentic, transparent, and fair football Club.

This means we challenge ourselves and others to support and care for each other while respecting individual needs and

beliefs. We actively seek out a wide range of ideas and value different perspectives. We have open and honest discussions that are constructive, even when they are tough, and actively seek and respond to feedback.

### We value discipline.

We recognise that our competitive edge comes from clarity, planning, precision, understanding risk, and intelligent use of data. We value experience and patience to stick with what we know and trust will work over time. We value efficient 'schooling' of our systems, methods and culture so that people are empowered to achieve. We encourage others to own their decisions and to take responsibility for both positive and negative outcomes.

### We value being relentless in pursuit of our goals.

We are a proud football Club, and are fiercely competitive on and off the field of play. We are proactive, thrive on passion, and relish in the determined fighting spirit of the Richmond Football Club as demonstrated throughout its history. We also value innovative and creative thinking, and a 'progress mentality' that delivers high quality outcomes.

### We value unity at all levels of the Club.

We are in it together: directors, staff, players, members, fans, partners, and allies. We invite belonging and reward teamwork. When things are tough, we demonstrate this by acting with solidarity and commitment, and we look out for each other. We openly acknowledge the contributions of others, using achievements as a point of reference, and take the time to support and encourage others through challenges.

### We represent Our Jumper.

We wear the yellow and black with pride and understand what the sash represents. At its heart, Our Jumper demands that we work together – we are aware of each other, we are focused, and we strive to be our best.



*Our vision for reconciliation is to connect our nation,  
uniting first and new peoples who thrive together.*



## MESSAGE FROM RICHMOND'S CEO

*Brendon Gale*



The cultivation and strengthening of trust has been one of the most important and rewarding learning achievements that our Club has garnered since the beginning of its first Reconciliation Action Plan.

Trust is, after all, the foundation of any partnership, the cornerstone of mutual growth. Our 2018-2020 RAP marks a new iteration of trust between the Club and the Aboriginal and Torres Strait Islander peoples of our nation, as well as the mutual reliance, clarity and support with all key partners involved.

The Korin Gamadji Institute continues to be the core platform of the Richmond Football Club's progress and vision: an incubator of positive outcomes, both tangible and symbolic, essential in deepening the sense of cultural trust across all aspects of our business platform. That the KGI is Indigenous led speaks to the success of such an organisational model, one where self-determination and mutual support fuse together. It's also proof of the powerful change that can be achieved when trust is placed in each other's hands.

Above and beyond, it demonstrates the important role that an AFL Club can play when it comes to raising the bar in relation to embracing First Australians, and communicating that story to everyone.

A handwritten signature in blue ink, appearing to read 'Brendon Gale', written in a cursive style.



*When the Club drafted Daniel Rioli in 2015, my wife and I offered him a place to stay in the bungalow of our family home. Originally from the Northern Territory's Tiwi Islands, the experience we've shared with Daniel has been nothing short of an inspiration; for such a young man, he's been a real teacher to us all. I guess he brought my family closer together – we get the storytelling, the camaraderie, and it brings about a great atmosphere in our house. It's opened up my eyes to what real culture is, and the stories behind it.*

*– Damien Hardwick, Senior Coach*

## OUR RAP JOURNEY



*Troi Ilsley, KGI Program Alumni*

The Richmond Football Club has demonstrated deep commitment to reconciliation with our nation's First Peoples. While Derek Peardon's 20-game career with us in 1968 was a short one, it marked the important beginning of our journey.

Our journey deepened in 2005 when we participated in the inaugural Dreamtime at the 'G match, an initiative that recognises, communicates, and celebrates the contributions of Aboriginal and Torres Strait Islander players, staff, and the broader community. Today, the match attracts a crowd of more than 80,000 people and over one million TV viewers, and led to the establishment of the AFL's Sir Doug Nicholls Round.

In 2011, the launch of our first RAP coincided with the opening of the Korin Gamadji Institute by former Prime Minister Julia Gillard. The Club also commissioned Aboriginal artist Jirra Harvey to design the first Dreamtime jumper. Within three years, the AFL mandated each AFL Club to follow Richmond's lead, our initiative helping foster greater inter-Club communication on Aboriginal and Torres Strait Islander partnerships, opportunities and respect.

In 2014, we saw our 200th participant graduate from the KGI's REAL program, with a number of past participants returning as program leaders. We were also the first AFL Club to visit a Victorian Aboriginal Mission – Framlingham Aboriginal Mission in Western Victoria – where players and staff engaged in cultural dance, history, traditional foods, and community activities. More recently the Club has also had many staff and players visit Lake Tyers Aboriginal Trust in East Gippsland, and Cummeragunja Reserve located on the NSW side of the Murray River, near Barmah.

Following the KGI's successful Laguntas program (an initiative that supports cultural strengthening, leadership, health, education and training, and employment pathways for Indigenous men), 2018 has seen the Club, in partnership with AFL Victoria, establish the Boorimul program: an initiative that identifies and develops talented young Aboriginal and Torres Strait Islander women, both as footballers and culturally-affirmed members of the community.

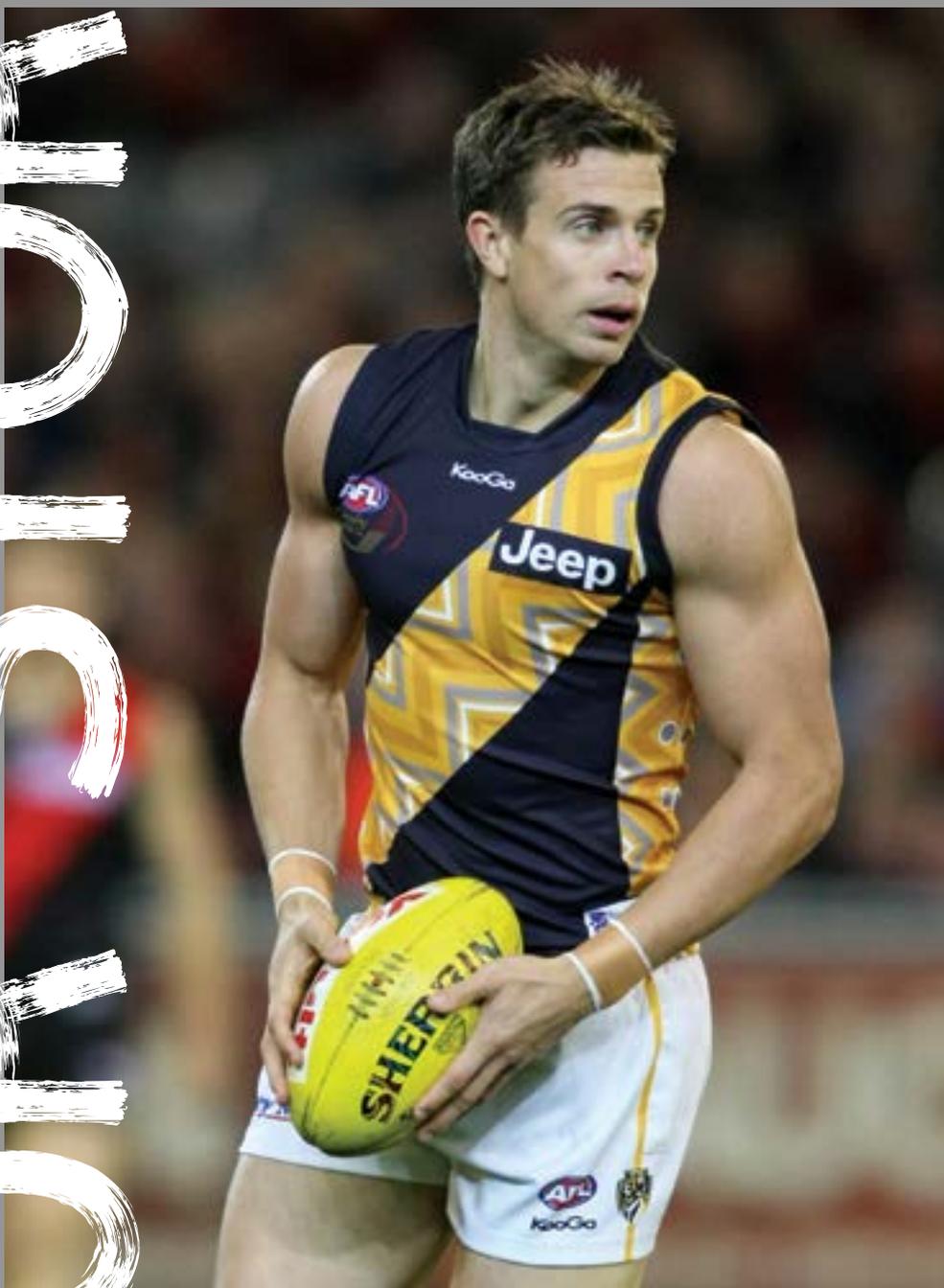
Since our first RAP seven years ago, a key learning has been the importance of building strong connections and sustaining trust. Gaining advisory support, and the employment of Indigenous program staff, as well as Korin Gamadji Institute Directors Belinda Duarte and Aaron Clark, has been pivotal in helping foster our strong rapport with Aboriginal and Torres Strait Islander communities. Additional support from the Club's leadership positions, particularly our President Peggy O'Neal and CEO Brendon Gale, has helped embed awareness and action surrounding reconciliation and inclusivity across our entire business platform.

Deepening our relationships with Aboriginal and Torres Strait Islander communities has made us a culturally richer, more inspired, and united Club – above all, we embrace our unique responsibility and capacity to communicate, create opportunity, and guide positive outcomes towards the creation of more a reconciled nation.

We are proud of our leadership role and our ongoing journey, proud to employ the most Indigenous staff of any Club in the league, and proud to be the single Club in the AFL with Elevate RAP status. As we continue to deliver on the key reconciliation initiatives as listed below, we will seek and create new opportunities to encourage and motivate the broader vision of reconciliation – within our industry, and beyond it.



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# 2012

A creation of Indigenous artist Stuart Harradine, an independent Wotjobaluk man of the Wimmera in Western Victoria, 2012's jumper depicted the hardness and energy of the traditional Aboriginal warrior, one based on traditional Australian Indigenous linear symbolism, representing topographic features, dreaming pathways, spiritual energies in the landscape, and known boundaries between tribes.

*"As an Aboriginal person, I am especially proud of the impact that Indigenous players like the great Maurice Rioli and the dynamic Michael Mitchell had on the Club and, during those times, I gained no small satisfaction in knowing I barracked for a Club that valued Aboriginal football talent."*

*- Stuart Harradine*

PRE RAP

# 1968

## DEREK PEARDON'S DEBUT

The first Richmond Aboriginal player

# 2007

## INAUGURAL AFL INDIGENOUS ROUND

RICHMOND BEGINS THE PARTNERSHIP PROGRAM IN CENTRAL AUSTRALIA

# 2005

## INAUGURAL DREAMTIME AT THE 'G

# 2008

## KGI ESTABLISHED

Agreement formed with the Federal Government to establish the Korin Gamadji Institute

# 2010

## 4% IDENTIFICATION

4% of Richmond staff and players identify as Aboriginal or Torres Strait Islander

# 2012

- Korin Gamadji Institute is launched by Prime Minister Julia Gillard
- Koori Youth Council becomes the first tenants at ME Bank Centre, Punt Road Oval

# 2011

- Richmond launches its first RAP
- Belinda Duarte is appointed as the inaugural Director of the Korin Gamadji Institute
- Aboriginal artist, Jirra Harvey is commissioned to design the inaugural Dreamtime jumper
- REAL Program intensive #1 for 20 Aboriginal and Torres Strait Islander youth

INAUGURAL RAP

# 2014

- Richmond joins the movement to support the Recognise campaign
- 10-year anniversary of the Dreamtime at the 'G match
- Fourth Dreamtime jumper (all other Clubs also wearing an Aboriginal or Torres Strait Islander designed jumper)
- REAL Camp #21, and 400th participant
- Richmond becomes the first AFL Club to visit a Victorian Aboriginal mission (Framlingham)
- 6% of Richmond staff or players identify as Aboriginal or Torres Strait Islander
- Richmond Reserves become the first VFL Club to wear a Dreamtime jumper

# 2016

- Inaugural War Cry Performance with Richmond players at the Dreamtime at the 'G match
- The Victorian Indigenous Football & Netball Carnival is launched in regional Victoria (held by the Korin Gamadji Institute and Richmond Next Generation Academy)
- Richmond hosts the inaugural Elevate RAP Group Gathering
- Richmond employs Xavier Clarke, the Club's first Indigenous coach

# 2018

- KGI presents at United Nations Permanent Forum on Indigenous Issues in New York
- Boorimul female Indigenous football program launched
- Rob Young develops Indigenous inspired merchandise for Puma
- Inaugural VFLW Dreamtime game which includes War Cry performance by Boorimul participants
- Richmond compete in the inaugural VWFL (Victorian Wheelchair Football League) Dreamtime match against Essendon

# 2013

- AFL RAP Working Group is formed
- Richmond vs. All-Stars game, Alice Springs
- First Laguntas program is delivered

# 2015

- Richmond is awarded Elevate RAP status by Reconciliation Australia
- Partnership is established with the Melbourne Indigenous Transition School to host 22 students at Punt Road Oval
- Richmond wears its Dreamtime jumper in support of Adam Goodes in Round 18 vs Hawthorn
- 800th participant from Victoria involved in KGI programs

# 2017

- Dreamtime at the 'G match is played on the 50-year anniversary of the 1967 Referendum
- Unlocking the Facts incarceration report is launched in partnership with Change the Record, PWC and PWC Indigenous Consulting
- Indigenous leadership certificate is delivered for 15 KGI program alumni in partnership with the Australian Indigenous Leadership Centre
- Derek Smith becomes the first player drafted as a rookie to Richmond through the Next Generation Academy Program, and Koorie woman Natarsha Bamblett is recruited as the Club's first VFLW player
- Richmond becomes the first professional sporting Club to sign the National Indigenous Congress Accord supporting the Declaration of Human Rights for Indigenous Peoples
- Inaugural women's Koorie Football Carnival held at Swinburne Centre, Punt Road Oval

## THOSE WHO HAVE BEEN A PART OF THE JOURNEY

Richmond Football Club recognises and values the contributions and partnerships formed with organisations since the development of its first RAP. The Club also thank the individuals within these organisations, and throughout the broader community, both Indigenous and non-Indigenous, who have shared our passion and vision for reconciliation.





AFL SportsReady AG Coombs Aligned Leisure Australian Centre for Contemporary Art Australian Defence Force Australian Federal Government Australian Football League Australian Graduate School of Management Australian Indigenous Leadership Centre Bendigo District Aboriginal Cooperative Catholic Education Department Crown Culture is Life Department Education, Early Childhood Development Dick Smith Fitzroy Stars Football Club Hostplus Indigenous Hip Hop Projects Kalinya Communications Koorie Education Networks Koorie Youth Council Mallee District Aboriginal Services Melbourne Indigenous Transition School Melbourne Museum NIRODAH National Aboriginal Sporting Chance Academy National Centre for Indigenous Excellence National Indigenous Congress of Australia Netball Victoria Newsboys Foundation Northern Territory Government Plenary Price Waterhouse Coopers & PWC Indigenous Consulting Probuild Puma Reconciliation Australia Rio Tinto Rumbalara Football Netball Club Swinburne University Tandem University of Melbourne Victorian Aboriginal Child Care Agency Victorian Aboriginal Health Service Victorian Electoral Commission Victorian Equal Opportunity and Human Rights Commission Victorian State Government Wayapa Wuurrk Wirrpanda Foundation Wurundjeri Land Council YMCA



## OUR YOUNG PEOPLE

Richmond and KGI recognise, congratulate and thank the hundreds of young people who have been involved in its programs, events and celebrations. A special mention also goes to those who have become KGI leaders, and amazing role models for their peers.

*“KGI exists to ensure Aboriginal and Torres Strait Islanders not only have pride of place in our sporting fields, but in our wider community. Richmond Football Club and National Congress share the same dream. By investing in our youth through sport and education, we can provide real and tangible opportunities for better life outcomes for Aboriginal and Torres Strait Islander peoples.”*

*– Jackie Huggins, Co-Chair of the National Congress of Australia’s First Peoples*



2018–2020

## RECONCILIATION ACTION PLAN

Richmond's second Elevate RAP was developed through the ongoing collaboration, support and input between internal and external steering groups, as well as strong leadership and designated champions within the Club.

### Richmond's RAP Advisory and Steering Groups

The Richmond Steering Committee is responsible for the development, implementation and launch of the RAP, members of which include:

- Ben Tudhope, *Business Development Manager*
- Kate Sheahan, *Women's Football Operations Manager*
- Matt Kelada, *Multimedia Coordinator*
- Michael Lacy, *Head of Community*
- Rana Hussain, *Diversity and Inclusion Coordinator*
- Sam Smith, *Consumer Operations Manager*
- Sec Maljanek, *General Manager Human Resources*
- Shannon Gordon, *Finance Manager*
- Vanessa Foo, *Head of Commercial Development*

Richmond's Internal Indigenous Advisory, meanwhile, includes the Indigenous employees of the Richmond Football Club, who provide feedback to the Steering Committee, particularly around creating an inclusive and supportive workplace for Aboriginal and Torres Strait Islander employees. Members include:

- Aaron Clark, *Director Korin Gamadji Institute*
- Daniel Rioli, *Richmond footballer*
- Luke Murray, *Indigenous Community Engagement Manager*
- Matt Kelada, *Multimedia Coordinator*
- Natarsha Bamblett, *Richmond VFLW footballer*
- Nathan Drummond, *Richmond footballer*
- Shai Bolton, *Richmond footballer*
- Shane Edwards, *Richmond footballer*
- Tahlia Biggs, *Programs Coordinator Korin Gamadji Institute*
- Thara Brown, *Programs Manager Korin Gamadji Institute*
- Tyson Stengle, *Richmond footballer*
- Xavier Clarke, *Richmond Development Coach*

The Richmond Football Club also gathers crucial expertise and advice from its external Indigenous Advisory Members to ensure its RAP is well considered, respectful, and relevant to the current Indigenous landscape. These members include:

- Andrew Peters, *Lecturer Indigenous Studies & Tourism*
- Aunty Joy Murphy, *Wurundjeri Elder*
- Belinda Duarte, *CEO Culture is Life*
- Jason Mifsud, *Indigenous Business & Sports Consultant*

Finally, the Richmond Board RAP Champions act on behalf of the Board to provide guidance and feedback to the Steering Committee, particularly in relation to the Club's vision for reconciliation. They also are responsible for communicating the progress of the RAP development and implementation to other Richmond Board members. Board RAP Champions include:

- Joe Powell, *Director Richmond Football Club*
- Emmett Dunne, *Director Richmond Football Club*



*Damien Hardwick dancing at Framlingham Mission, Victoria*

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# 2013

2013's jumper was designed by Nathan Patterson, an Indigenous artist from Torquay, Victoria, who drew on inspiration from the local Indigenous culture of the Kulin Nation, the Wathaurong, Dja Dja Wurrung, Boon Wurrung, Taungerong, and Woi Wurrung clans. The five boomerangs in the design represent the five clans, with the spears symbolising tribal law and boundaries. The cross hatching beneath each boomerang represents the respective clans' traditional hunting grounds and land, while the black, snake-like line running down the centre of the sash is 'Birrarung', the Yarra River.

## THOUGHT LEADERSHIP & RECONCILIATION

*Richmond has built a solid reputation throughout the AFL industry for its work around Indigenous community engagement and support for reconciliation. The Club is proud to be viewed as a leader in this space by its peers and will be relentless in maintaining this position.*



*The following are three key themes of our 2018–2020 RAP that will play a key role in contributing to our vision for reconciliation.*

Shane Edwards wore the number 67 guernsey for the 2017 Dreamtime at the 'G match to pay tribute to the 1967 Australian Referendum. The match was played on May 27 – the 50th anniversary, to the day, of the Referendum.



### Theme 1:

## TRACKING AND UNDERSTANDING OUR FOOTPRINTS

As an elite sporting Club, Richmond Football Club recognises its responsibility to make an authentic and meaningful commitment to the broader community. As part of this commitment, Richmond has developed a deep understanding of reconciliation and is now recognised for its leadership, not only across the Australian sporting landscape, but also the broader community.

The education process and subsequent shared learnings have in most cases been planned and deliberate. However the Club has also had the flexibility to leverage opportunities as they present themselves. As part of its RAP commitments, the Club will undertake a review of its reconciliation journey, with the aim of developing a blueprint that may support and guide other organisations, particularly sporting Clubs, in supporting reconciliation.

This roadmap will include clear markers and moments that have been a key to promoting understanding both internally and externally. It will also identify key partnerships that have been established and how organisations can enhance the breadth and depth of their reach to promote reconciliation.

### Theme 2:

## SPHERE OF INFLUENCE

In 2018 Richmond are the reigning premiers and have achieved an AFL membership record, signing more than 95,000 members. Beyond this, the Club is well supported nationally and has a total supporter base in excess of 500,000 people. The Club's digital reach is number one in the Australian Football League across the key metrics of unique browsers and page impressions. Importantly the Club regularly ranks number one in terms of digital audience engagement meaning we have a great capacity to engage an audience with important messages.

The Club established the Dreamtime at the G game which significantly enhances our sphere of influence. Crowds regularly in excess of 85,000 and a TV audience of 1.2 million plus gives us a platform like no other to share the reconciliation message. The corporate event staged that evening brings together government and community leaders in the spirit of reconciliation, creates conversations and actively drives outcomes.

Our sphere of influence now has a global dimension following the Club's recent presentation to the United Nations Permanent Forum on Indigenous Issues. Relationships were established and ideas exchanged that will only strengthen our ability to drive the reconciliation message.

The Club has national and multi-national corporate partners, as well as strong strategic and government partnerships. Richmond will embrace its position as an Elevate organisation, and continue to educate and lead the many people and stakeholders within its sphere of influence so they become more connected and with Indigenous Australia.

### Theme 3:

## EQUITY AND EQUALITY

Equity and Equality is one of the five dimensions of the State of Reconciliation Report that was published by Reconciliation Australia in 2016. Many of the commitments in this RAP are developed to support equity and equality, particularly in relation to participation and decision making. The programs developed by the Club are Indigenous led, and throughout the next three years there will be particular attention on engaging and supporting the development of Indigenous females. This aligns to the Club and broader AFL industry's strategic priority towards gender equity.

The Measurable Targets below include innovative ideas, and examples of thought leadership, which demonstrate how the Club will play an advocacy role beyond its four walls.



2018 Dreamtime at the 'G war cry performance







*Indigenous AFL players and coach 2018*

# OUR ACTIONS & THE 5 DIMENSIONS OF RECONCILIATION

## *Race Relations*

### RESPECT

- Recognise and celebrate significant events and occasions, as well as the personal achievements of Aboriginal and Torres Strait Islander players and employees at Richmond Football Club, both internally and externally.
- Continue to promote and build understanding around Aboriginal and Torres Strait Islander protocols to foster a culturally safe environment

### RELATIONSHIPS

- Lead and support other AFL Clubs and the broader sporting community, corporate Australia, philanthropic organisations and government to further engage and connect with reconciliation initiatives
- Promote measures that advance stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians in relation to anti-racism, self-determination and the domestic implementation of the United Nations Declaration on the Rights of Indigenous Peoples

## *Historical Acceptance*

### RESPECT

- Continue to build cultural competency and understanding across all of our people through experiential learning opportunities, training, and targeted communications

### RELATIONSHIPS

- Celebrate National Reconciliation Week (NRW) across the Club

## *Institutional Integrity*

### RELATIONSHIPS

- Ensure the development and implementation of our RAP is supported and appropriately resourced

The five Dimensions of Reconciliation outlined in the 2016 State of Reconciliation Report are important elements that have provided a foundation for Richmond's RAP. Richmond have 16 RAP Actions which align to the five Dimensions and the key RAP framework sections of Respect, Relationships, and Opportunities.

## *Equality and Equity*

### RELATIONSHIPS

- Work collaboratively to strengthen and grow quality engagement and sustainable programs with Aboriginal and Torres Strait Islander peoples, our partners, and key organisations
- Ensure the Club capitalises on the growth of female football (AFLW and VFLW), and strengthens its participation and career pathway opportunities for Aboriginal and Torres Strait Islander female youth and women
- Ensure facilities at the Swinburne Centre are inclusive and available for Aboriginal and Torres Strait Islander programs, events and meetings

### OPPORTUNITIES

- Provide leadership building opportunities and unique experiences to young Aboriginal and Torres Strait Islander peoples
- Make facilities at Punt Road Oval available for Aboriginal and Torres Strait Islander events and meetings

- Champion education and employment opportunities within all departments of the Richmond Football Club, through our partners and through other employers
- Champion procurement within all departments of the Club, through our partners and through other employers

## *Unity*

### RESPECT

- Maintain our position as leaders in the celebration of Dreamtime at the 'G, and promote innovative ways for our people, supporters, and the broader community to connect with Aboriginal and Torres Strait Islander peoples

### OPPORTUNITIES

- Ensure the Club's ongoing work with Aboriginal and Torres Strait Islander peoples, communities and organisations is considered as part of the Punt Road Oval facility planning and development



2016 Melbourne Indigenous Transition School graduation lunch

2014

2014

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2014

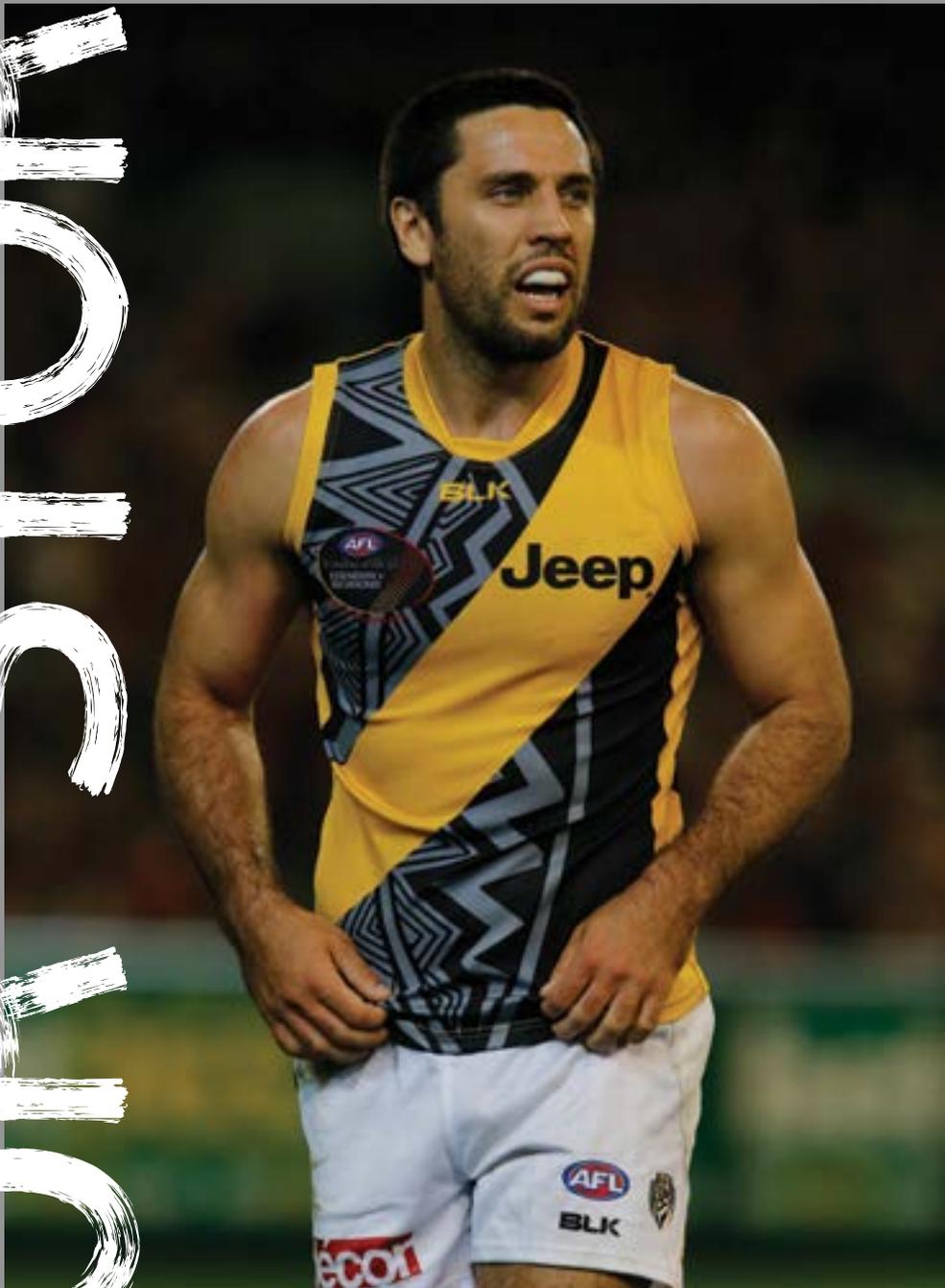
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# 2014

In 2014's jumper, Gippsland artist Mick Harding of the Taungwurrung people highlighted the strength and resilience of his people throughout the journey of two thousand plus generations. Underscored by the belief that recognition of his people is the first step towards reconciliation, the shield in Harding's design represents both a protective and combative icon, while symbolising the fight of the men and women of generations past.

## **RICHMOND FOOTBALL CLUB ASPIRES TO MAINTAIN AND FURTHER DEVELOP ITS RAP WITH 'ELEVATE' STATUS.**

*Throughout the next three years, the Club is committed to further positioning itself as a leader in supporting and building reconciliation throughout the Richmond community and beyond.*

Richmond has committed to more than 100 measurable targets as part of this Reconciliation Action Plan. From 2018-2020 our actions will continue to overlay with Reconciliation Australia's five interrelated dimensions: race relations, equality and equity, institutional integrity, unity, and historical acceptance, focusing on:

1. Celebrating and embracing Aboriginal and Torres Strait Islander culture and fostering relationships built on respect and trust.
2. Collaborating with Aboriginal and Torres Strait Islander peoples to maximise opportunities through education, mentorship, and community bonding.
3. Building understanding and pride towards Aboriginal and Torres Strait Islander cultures and achievements in the pursuit of greater national unity.
4. Initiating active contributions to build reconciliation and support self-determination.
5. Developing greater understanding and appreciation of Aboriginal and Torres Strait Islander history.

Richmond's RAP includes 16 Actions that relate to Respect, Relationships and Opportunities, and an additional 2 Actions under Tracking and Reporting.

  
**RESPECT**



# RELATIONSHIPS



# OPPORTUNITIES



## RELATIONSHIP

ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>1. Lead and support other AFL Clubs and the broader sporting community, corporate Australia, philanthropic organisations and Government to further engage and connect with reconciliation initiatives</b>	<b>1</b> Support and grow the AFL Reconciliation Industry Network Group (RING) participation to 18 Clubs and at least two state bodies, meeting every six months by 2020	December 2020	Director Korin Gamadji Institute
	<b>2</b> Create one partnership agreement with another sporting organisation that supports reconciliation	December 2018	Director Korin Gamadji Institute
	<b>3</b> Support the development of a charter for the AFL RING to further define its purpose	October 2018	Director Korin Gamadji Institute
	<b>4</b> Identify at least one initiative each year to collaborate with the broader AFL industry (including the AFL, AFL Players Association and AFL SportsReady) on reconciliation-associated activities (one per year)	December annually	Head of Community
<b>2. Work collaboratively to strengthen and grow quality engagement and sustainable programs with Aboriginal and Torres Strait Islander peoples, our partners and key organisations</b>	<b>5</b> Engage Richmond partners in Dreamtime at the 'G and other relevant Club events	December annually	Head of Commercial Development
	<b>6</b> Maintain KGI tenancy agreements with at least two Aboriginal and Torres Strait Islander businesses	December annually	Head of Community
	<b>7</b> Engage players in an 'On Country' cultural immersion activity during the Club's annual AFL Community Camp (facilitated by a community-controlled organisation)	December annually	Indigenous Community Engagement Manager
	<b>8</b> Host the inaugural Reconciliation Action Plan conference in partnership with Reconciliation Australia and Swinburne University	December 2018	Director Korin Gamadji Institute
	<b>9</b> Aligned Leisure to partner with local government authorities to support at least two Aboriginal and Torres Strait Islander community programs, events or initiatives per year	December annually	Business Development Manager, Aligned Leisure
	<b>10</b> Engage at least one relevant internationally recognised organisation on reconciliation, and share learnings	December 2018 and 2020	Director Korin Gamadji Institute
	<b>11</b> Commence an external impact assessment on the impact of the RAP and its initiatives on KGI program participants, Richmond employees, and Club partners	August 2018	Head of Community



<b>ACTION</b>	<b>MEASURABLE TARGET</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<b>3. Ensure that the development and implementation of our RAP is supported and appropriately resourced</b>	<b>12</b> Review and refresh RAP Steering Committee (RSC) if needed, to oversee the development, implementation and launch of the RAP	December annually	Chair RAP Working Group
	<b>13</b> Establish RAP Support Group (RSG) with all Aboriginal and Torres Strait Islander employees and players	December annually	Director Korin Gamadji Institute
	<b>14</b> Appoint two RAP Champions from the Richmond Board	December annually	Chair RAP Working Group
	<b>15</b> Establish an external RAP reference group to inform on RAP momentum and implementation	December annually	Director Korin Gamadji Institute
	<b>16</b> Review and distribute a terms of reference for the RSC and RSG	December annually	Chair RAP Working Group
	<b>17</b> RSC to meet at least quarterly to monitor and report on RAP implementation	March, June, September, December annually	Chair RAP Working Group
	<b>18</b> Include progress report in the board papers and as an agenda item each quarter	March, June, September, December annually	Director Korin Gamadji Institute
	<b>19</b> Implement tracking and reporting process, and present progress of the RAP at the Club's staff meetings bi-annually	May and November annually	Head of Community

ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>4. Engage Club partners in our RAP, encourage them to implement their own plan and support them throughout the journey</b>	<b>20</b> Send all Richmond partners and affiliated organisations a copy of the 2018–2020 RAP, and request partners to promote this program through their own channels	June 2018	General Manager Commercial Operations
	<b>21</b> Provide support to at least one Club partner each year in the development of their own RAP	December annually	KGI Program Manager
	<b>22</b> Invite all partners to RAP-related events	December annually	Head of Commercial Development
	<b>23</b> Send an eDM to members, and post a website story, about the launch of its RAP	July 2018	Consumer Operations Manager
	<b>24</b> Ensure all partners are aware of and understand the RAP process, and introduce connections with Reconciliation Australia representatives	July annually	Chair RAP Working Group
<b>5. Celebrate National Reconciliation Week (NRW) across the Club</b>	<b>26</b> Host a minimum of one registered NRW event each year	June annually	Head of Events and Program Implementation
	<b>27</b> Provide information to all staff on the significance of NRW, key events, and opportunities for staff and stakeholder participation	May annually	Director Korin Gamadji Institute
	<b>28</b> Invite (where possible) external stakeholders including Aboriginal and Torres Strait Islander community members to NRW celebrations	May annually	Head of Events and Program Implementation
	<b>29</b> Invite a guest speaker to present to Club employees and players during NRW	May annually	General Manager Human Resources
	<b>30</b> Provide partners with Club representatives for speaking engagements and appearances throughout National Reconciliation Week	May annually	Head of Commercial Development



ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>6. Promote measures that advance stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians in relation to anti-racism, self-determination and the domestic implementation of the United Nations Declaration on the Rights of Indigenous Peoples</b>	<b>31</b> Review commitment to the Indigenous Accord	December annually	Director Korin Gamadji Institute
	<b>32</b> Ensure Richmond Football Club employees are familiar with the United Nations Declaration on the Rights of Indigenous Peoples, and for senior managers and directors to understand its purpose	January annually	Director Korin Gamadji Institute
	<b>33</b> Support the AFL industry with anti-racism campaigns, education, and policies	December annually	Head of Community
	<b>34</b> Review Richmond's constitution and identify opportunities to make changes that strengthen the voices of Aboriginal and Torres Strait Islander peoples	October 2018	Director Korin Gamadji Institute
	<b>35</b> Invite two guest speakers to present to the RAP Steering Group, SMT and Board about the progress of reconciliation within two other countries (e.g. New Zealand and India)	December annually	Diversity & Inclusion Coordinator
	<b>36</b> Three KGI employees to attend the United Nations Indigenous Peoples forum, and to present the impact of programs	May 2018	Director Korin Gamadji Institute

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Korin Gamadji  
Institute



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# 2015

2015's jumper was designed by 15-year-old Derek Summerfield, an Arrrente man from the Northern Territory, and cousin of Tiger midfielder Shane Edwards. In addition to the Dreamtime Round, it was worn during Round 19 against Hawthorn, in support and solidarity of Adam Goodes and the broader Indigenous community.

# RESPECT

ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>7. Continue to be pioneers for the celebration of Dreamtime at the 'G, and promote innovative ways for Club personnel, supporters and the broader community to connect with Aboriginal and Torres Strait Islander peoples</b>	<b>37</b> Establish consistent messaging with Aboriginal and Torres Strait Islander communities, the Essendon Football Club, and AFL	May annually	Head of Marketing and Fan Development
	<b>38</b> Create a meaningful and significant Dreamtime jumper design, and communicate the story behind it to a national audience	May annually	Director Korin Gamadji Institute
	<b>39</b> Ensure a War Cry Performance is developed in collaboration with Richmond players and performed at the Dreamtime game	May annually	KGI Programs Manager
	<b>40</b> Aim for attendance of 75,000+ and TV audience of one million viewers for the Dreamtime game	May annually	Head of Marketing and Fan Development
	<b>41</b> Distribute at least 500 match day tickets to Aboriginal and Torres Strait Islander groups	May annually	KGI Indigenous Community Engagement Manager
	<b>42</b> Continue to build an events plan and strategy that maximizes the capacity of the Swinburne Centre facility to host activities, including the Club's Dreamtime VFL and VFLW matches	May annually	Head of Events and Program Implementation
	<b>43</b> Encourage all AFL Clubs to measure the impact of the AFL Aboriginal and Torres Strait Islander Round via an online members survey following the Sir Doug Nicholls Round	May annually	Head of Community
	<b>44</b> Host Dreamtime Careers & Wellbeing Expo (or equivalent function) at the KGI (when Richmond is the Away team)	May annually	Director Korin Gamadji Institute
	<b>45</b> Present Dreamtime Award to a Richmond player, employee (from Richmond and Aligned Leisure), and volunteer linked to both a Victorian Dreamtime creature and a selected Club value & behaviours	May annually	People and Culture Coordinator
	<b>46</b> Offer Dreamtime membership, and produce Dreamtime merchandise, with all proceeds going to the KGI programs	May annually	Consumer Operations Manager
<b>47</b> Involve Aboriginal and Torres Strait Islander players and their families in Dreamtime and other significant events throughout the year	May annually	Player Development & Wellbeing Manager	



ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>8. Recognise and celebrate significant events and occasions as well as the personal achievements of Aboriginal and Torres Strait Islander employees and program participants, both internally and externally</b>	<b>48</b> Continue to support and educate the Tigers community on key Aboriginal and Torres Strait Islander issues, movements, and campaigns	May annually	Media Manager
	<b>49</b> Develop and implement an external partner program for employees in Dreamtime Week in order to educate and build cultural awareness around reconciliation.	May annually	Head of Commercial Development
	<b>50</b> Continue to support the AFL and AFL Victoria with broader Sir Doug Nicholls Round activities	May annually	Head of Marketing and Fan Engagement
	<b>51</b> Ensure at least 10% of Richmond Football Club employees attend a selected NAIDOC Week event	July annually	KGI Program Manager
	<b>52</b> Ensure at least 5% of Aligned Leisure employees attend selected NAIDOC Week events	July annually	Business Development Manager, Aligned Leisure
	<b>53</b> Host or participate in one internal or external NAIDOC Week event	July annually	Director Korin Gamadji Institute
	<b>54</b> Where possible, invite Aboriginal and Torres Strait Islander community members, partners and other stakeholders to NAIDOC Week events	July annually	Director Korin Gamadji Institute
<b>55</b> Redesign and launch KGI website, and develop a new digital communications plan	February 2018	Head of Community	

<b>ACTION</b>	<b>MEASURABLE TARGET</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<b>9. Continue to build cultural competency and understanding across all of our people through experiential learning opportunities, training and targeted communications</b>	<b>56</b> All Club full time staff to undertake annual online training and education modules	December annually	General Manager Human Resources
	<b>57</b> Include overview of the RAP in Club and Aligned Leisure inductions for all new employees (including players)	December annually	General Manager Human Resources
	<b>58</b> Identify best practice and cultural awareness training, and conduct an annual staff audit to assess future training needs	January annually	General Manager Human Resources
	<b>59</b> Engage all employees in at least two cultural immersion activities per year	December annually	General Manager Human Resources
	<b>60</b> Hold quarterly meetings with all players to discuss cultural wellbeing and support	March, June, September, December annually	Director Korin Gamadji Institute
	<b>61</b> Secure at least 10 employees from partner organisations to volunteer for a KGI program or event each year	December annually	Head of Commercial Development
	<b>62</b> Measure cultural competency in annual staff surveys	November annually	General Manager Human Resources
	<b>63</b> Ensure the Club's racial vilification policy is reviewed annually and shared with all employees	December annually	General Manager Human Resources
<b>64</b> Ensure new and existing commercial partners and program partners undertake a minimum of two Club cultural immersion activities per year	December annually	Head of Partner Services	



ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>10. Continue to promote and build understanding around Aboriginal and Torres Strait Islander protocols in order to foster a culturally safe environment</b>	<b>65</b> Continue to build and maintain existing relationships with Elders and Traditional Owners	December annually	Director Korin Gamadji Institute
	<b>66</b> Implement guidelines outlining a Welcome to Country / Acknowledgement of Country ceremony and provide it to all Richmond Football Club staff and players	January annually	Director Korin Gamadji Institute
	<b>67</b> Deliver Welcome to Country at all significant Club events	December annually	Head of Events and Program Implementation
	<b>68</b> Use Acknowledgement protocols for Richmond Football Club events and Board meetings, including external events held at Richmond	December annually	Head of Events and Program Implementation
	<b>69</b> Profile Aboriginal and Torres Strait Islander artwork and language throughout the KGI facility (and surrounds), and broader Swinburne Centre precinct, including references to Marngrook	January annually	KGI Program Manager
	<b>70</b> Fly the Aboriginal and Torres Strait Island flags at all Richmond Football Club facilities	December 2018	Safety and Services Officer
	<b>71</b> Encourage Acknowledgement to Country protocol for all external parties who utilise and host events at the Club	December annually	Internal Events Coordinator



*National Indigenous Congress  
and Korin Gamadji Institute at the  
United Nations Permanent Forum,  
2018*

# 2016 MINKGILLS



# 2016

2016's jumper delivered a bold, sweeping yellow clash design created by 17-year-old Patricia McKean, a Kirrae Whurrong woman from Warrnambool, and an emerging leader at the Club's centre for Indigenous youth, the Korin Gamadji Institute. Aligning with Reconciliation Australia's theme for 2016, 'Our History, Our Story, Our Future', the five dots surrounding the main dot – Minkgill', or 'star' in Kirrae Whurrong language – represents star players past, present, and future. The curved image between the Minkgills evokes the river of life that flows through time from the beginning to the present and into the future.

## OPPORTUNITIES

ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>11. Provide development opportunities and unique experiences to young Aboriginal and Torres Strait Islander people, allowing them to thrive and develop a greater sense of belonging</b>	<b>72</b> Engage at least 300 young people to participate in at least 50 hours of leadership and cultural affirmation programming through the KGI and broader Club programs (e.g. Next Generation Academy and Richmond Institute)	December annually	Director Korin Gamadji Institute
	<b>73</b> Ensure at least 50% of program participants and leaders are female	December annually	KGI Program Manager
	<b>74</b> Engage KGI program participants throughout the year in at least one additional development activity with KGI partners and supporters	December annually	KGI Program Manager
	<b>75</b> Develop a pathway for program alumni to become Peer Leaders for the KGI programs	December annually	KGI Program Manager
	<b>76</b> Scope new opportunities to engage KGI participants with participants from AFL industry programs (e.g. Bachar Houli Academy) to encourage cross-cultural awareness	December annually	Head of Community
	<b>77</b> Develop and deliver Boorimul: a female-specific football and personal development program for Aboriginal and Torres Strait Islander youth, and young adults	December annually	KGI Program Manager
	<b>78</b> Continue to support and strengthen football participation and talent pathways (playing and non-playing), particularly for aspiring female Aboriginal and Torres Strait Islander footballers	December annually	KGI Program Manager
	<b>79</b> Continue to pilot and evaluate a culturally-affirming program for incarcerated youth, in partnership with the Victorian Department of Justice & Regulation	December annually	KGI Community Engagement Manager



<b>ACTION</b>	<b>MEASURABLE TARGET</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<b>12. Ensure the Club capitalises on the growth of female football (AFLW and VFLW), and strengthens its participation and career pathway opportunities for Aboriginal and Torres Strait Islander female youth and women</b>	<b>80</b> Ensure at least two rookie spots on both the VFLW and AFLW playing lists are available for Aboriginal and/or Torres Strait Islander players	November annually	Women's Football Operations Manager
	<b>81</b> Create an identified role that supports the wellbeing and welfare of Indigenous VFL and AFLW players	November annually	Women's Football Operations Manager
	<b>82</b> Develop the Boorimul football development program in partnership with AFL Victoria, for at least 20 Indigenous female footballers	October annually	KGI Program Manager
	<b>83</b> Provide cultural awareness training to all female players and staff	December annually	Director Korin Gamadji Institute
	<b>84</b> Scope a networking program to build connections and opportunities between staff, players and Club partners	December annually	
<b>13. Ensure the Club's ongoing work with Aboriginal and Torres Strait Islander peoples, communities and organisations is considered as part of the Punt Road Oval facility planning and development</b>	<b>85</b> Identify Aboriginal and Torres Strait Islander businesses and suppliers that could be involved in the design, planning, and building phases of future facility developments	April 2018	Head of Commercial Development
	<b>86</b> Ensure Aboriginal and Torres Strait Islander business tenants are consulted at appropriate times throughout the process	December annually	Director Korin Gamadji Institute
	<b>87</b> Explore opportunities to establish Indigenous gardens or meeting grounds as part of the developments	June 2018	Director Korin Gamadji Institute
<b>14. Ensure facilities at Swinburne Centre are inclusive and available for Aboriginal and Torres Strait Islander programs, events and meetings</b>	<b>88</b> Make facilities at the Swinburne Centre available for use by Aboriginal and Torres Strait Islander groups and other AFL industry groups during NAIDOC Week	July annually	KGI Program Manager
	<b>89</b> Make the Swinburne Centre available for at least three Aboriginal and Torres Strait Islander football programs each year (e.g. Footy Means Business, AFL Victoria Kickstart Academy, Worora College, and Fitzroy Stars)	December annually	KGI Program Manager
	<b>90</b> Provide Club partners with access to Swinburne Centre for cultural immersion events	December annually	Head of Partner Services

<b>ACTION</b>	<b>MEASURABLE TARGET</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<b>15. Champion employment opportunities within all departments of Richmond Football Club, through our partners and through other employers</b>	<b>91</b> Create an Aboriginal and Torres Strait Islander talent pool for Richmond Football Club vacancies, and actively advertise positions through Aboriginal and Torres Strait Islander networks	December annually	General Manager Human Resources
	<b>92</b> Maintain a level of at least 5% Aboriginal or Torres Strait Islander employees	December annually	General Manager Human Resources
	<b>93</b> Aligned Leisure to work towards at least 2% Aboriginal or Torres Strait Islander employees	December annually	General Manager Human Resources
	<b>94</b> Ensure career development plans are in place for all Aboriginal and Torres Strait Islander employees	December annually	General Manager Human Resources
	<b>95</b> Richmond and/or Aligned Leisure to provide opportunities for three elite Aboriginal and Torres Strait Islander athletes to work within the KGI each year	December annually	Director Korin Gamadji Institute
	<b>96</b> Scope scholarship opportunities for Aboriginal and Torres Strait Islander coaches or football department roles	December annually	Head of Business Development
	<b>97</b> Provide at least one Aboriginal and Torres Strait Islander traineeship each year	February annually	Director Korin Gamadji Institute
	<b>98</b> Ensure employment pathways for Aboriginal and Torres Strait Islander peoples across the Club are supported, and establish a network of culturally appropriate mentors	December annually	General Manager Human Resources
	<b>99</b> Support a pathway for Richmond Aboriginal and Torres Strait Islander players to be in a position where they can sit on the AFLPA Aboriginal and Torres Strait Islander Advisory Board	December annually	Player Development Manager
	<b>100</b> Ensure a succession plan for key Aboriginal and Torres Strait Islander staff is included in the Richmond Football Club Risk Management Plan	December annually	Head of Community



ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>16. Champion procurement within all departments of Richmond Football Club, and through our partners and other employers</b>	<b>101</b> Encourage contractors and business partners to use and provide products from Aboriginal and Torres Strait Islander business	December annually	Head of Partner Services
	<b>102</b> Review Richmond tender and procurement policies and procedures, and develop an Aboriginal and Torres Strait Islander procurement policy	October annually	Head of Community
	<b>103</b> Create and maintain a database of key Aboriginal and Torres Strait Islander suppliers	January annually	Director Korin Gamadji Institute
	<b>104</b> Develop long-term procurement, mentoring, and work experience pathway opportunities with appropriate Club partners and affiliated organisations.	December annually	Director Korin Gamadji Institute



*Sam Bice, AFL Development  
Coordinator Sunraysia Region*

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# 2017

Contemporary artist and Yorta Yorta man, Josh Muir created 2017's jumper, capturing the story of peace, love, and unity. Using the traditional Richmond colours designed around the sash, the jumper incorporates Bunjil the creator, and the old people – the Elders – which fuse together to acknowledge the creator, past and present, and the emerging of Aboriginal culture.

*“I refer to myself as a 21st century digital Aboriginal”*

*– Josh Muir*

## TRACKING AND REPORTING

ACTION	MEASURABLE TARGET	TIMELINE	RESPONSIBILITY
<b>17. Continually monitor and progress RAP actions</b>	<b>105</b> Submit Impact Measurement Questionnaire to Reconciliation Australia annually	December annually	Head of Community
	<b>106</b> Ensure Richmond employees complete RAP Impact Barometer biennially	December 2018 & 2020	Head of Community
	<b>107</b> Incorporate RAP results (where possible) into other Club community impact assessment reports	December annually	Head of Community
	<b>108</b> Celebrate Club partner RAP updates on Club website and other appropriate communication channels	December annually	Head of Business Development
	<b>109</b> Develop one research project or annual assessment with Swinburne University to measure Club activities, programs and/or RAP developments	December annually	KGI Program Manager
<b>18. Prepare annual RAP Report and Refresh for Reconciliation Australia and the Richmond Football Club Board</b>	<b>110</b> Register the RAP Report on the Richmond Football Club and Reconciliation Australia websites and make them publicly available	December annually	Head of Community
	<b>111</b> Register the RAP Refresh on the Richmond Football Club and Reconciliation Australia websites and made publicly available	December annually	Head of Community





*Richmond's 2018 AFL Indigenous footballers:  
Derek Eggmolesale-Smith, Shai Bolton, Shane Edwards,  
Daniel Rioli, Nathan Drummond & Tyson Stengle*

# PROGRAMS, CAMPAIGNS AND INITIATIVES

## Richmond Emerging Aboriginal Leadership (REAL) Program – Measuring Impact

The REAL program works with Aboriginal and Torres Strait Islander youth across a number of years to help develop their cultural connections, leadership skills, physical and mental wellbeing, and career aspirations.

The REAL Program is supported by Culture is Life, the Federal Government and Victorian Electoral Commission, and delivered with a range of Indigenous organisations and facilitators. There are four phases of the REAL Program, which include REAL Connect, REAL Determined, REAL Empowered, and REAL Impact.

In 2016, Monash University completed an evaluation of the Program. Over five years, the program engaged over 800 young Aboriginal and Torres Strait Islander people, and delivered an overwhelmingly positive and effective impact in boosting leadership, career options, and political awareness amongst participants.

Drawing from interviews, surveys, and focus groups from program participants and a control group that did not participate in the program, Monash's evaluation considered REAL's impact in relation to the participants' understanding of leadership, cultural affirmation, awareness of career pathways, knowledge of the electoral process, and politics.

### Key findings:

- 94% of REAL Program participants were highly confident or confident of their understanding of leadership after the program, compared to 56.2% of the control group.
- Over 93% of participants agreed or strongly agreed after the program that they understood what was available to them for personal career pathways, compared to 63% of the control group.
- 81.8% of participants were confident or very confident that they would vote in state and federal elections, which was considerably higher than the control group's 37.6%.

## Indigenous War Cry

*“Respect earth, ancestors, and people.  
We are fast, strong and hunting.  
Together we are Laguntas (Tigers)”*

During the pre-ceremony of 2016's Dreamtime at the 'G match, emerging leaders from the KGI's REAL and Laguntas programs took part in the first ever Indigenous War Cry: a celebration of Indigenous culture and symbolisation of unity through dance. Delivered in Peek Wurrung language, from an area in South West Victoria, the War Cry celebrates cultural pride and reconciliation with a focus on themes of respect, strength, and unity.

## Price Waterhouse Coopers “Unlock the Facts” Report

In May 2017, the Richmond Football Club and KGI, sought to raise the awareness of the research by Price Waterhouse Coopers (PWC) and PWC Indigenous Consulting (PIC), Unlock the Facts: a comprehensive study into the disproportionate rates of imprisonment amongst Indigenous people in Australia.

The research cites the heavy impact that this high, and growing, rate of Indigenous incarceration has on individuals, families, communities, and the Australian economy, while offering a range of potential key solutions to help close the gap between Indigenous and non-Indigenous Australians

## Culture is Life Campaigns

Strategic partnerships with key Indigenous organisations lie at the heart of our reconciliation journey. In 2016 and 2017, the Richmond Football Club and KGI co-created a new collaboration with Indigenous organisation Culture is Life in the shared pursuit of reframing Australia's national identity and supporting young Aboriginal and Torres Strait Islander peoples to thrive. This partnership further activates the important role of culture and Aboriginal-led activity across all KGI and Club operations, bringing together hundreds of young Victorians with ancestral origins from across the nation with the thousands of community members who engage with the Club each year.



*REAL Program  
Alumni, 2018*

### **Melbourne Indigenous Transition School**

The Melbourne Indigenous Transition School (MITS) is a nurturing educational program located at Richmond's Swinburne Centre, Punt Road Oval, that encourages Aboriginal and Torres Strait Islander students from remote and regional communities to learn, explore and celebrate their identity, empowering them as they navigate the leap from a small community to a big city. With students engaging in classes at the Richmond Football Club's Korin Gamadji Institute, the MITS marks a deepening of the Club's commitment to nurturing and empowering the cultural and personal identity of emerging young Aboriginal and Torres Strait Islander peoples.

### **Australian Indigenous Leadership Centre**

In 2017, the Korin Gamadji Institute partnered with the Australian Indigenous Leadership Centre (AILC) to expand its two-phase Richmond Emerging Aboriginal Leadership (REAL) Program to include a third phase. Marking a fresh chapter in the KGI evolution, the partnership offers alumni REAL participants the opportunity to take part in the AILC's accredited Certificate II in Indigenous Leadership course, while inviting participants to become peer leaders for other KGI programs, as well as involvement in the Club's Dreamtime campaign.





# DREAMTIME



# 2018

The 2018 Dreamtime guernsey was designed by Robert Young, a 28-year-old Gunnai and Wiradjuri man living in Warrandyte, Victoria.

Young's artistic inspiration comes from his culture, family, nature, and his own internal creativity that has been formed from his life experience.

Through his art, Young seeks to empower other young Indigenous men and women, and also educate people on Indigenous culture, history and spirituality. He hopes to support the next generation of Indigenous people to develop a strong identity of self, culture, community and social justice.

*"The design symbolises the intricacies of our Indigenous culture, and how we use our artwork, song and dance to be powerful, strong and bold. But it's when we look deeper, and see all of those elements and our family, culture, land, and spirit all moving together as one, you see the true beauty of our people".*

## Emerging Indigenous Executive Leadership Program

The Director of Richmond Football Club's Korin Gamadji Institute (KGI), Aaron Clark, took part in the Emerging Indigenous Executive Leaders Program (EIELP), a groundbreaking initiative for a number of Elevate RAP organisations, which seeks to bring more Aboriginal and Torres Strait Islanders into the upper echelons of the business world.

The EIELP was run by the Australian Graduate School of Management (AGSM), a nine-month program involving direct mentorship from Australian business leaders, as well as executive learning modules focusing on strategic thinking, leadership and identity, innovation, personal effectiveness and communicating with influence.

## Laguntas and Boorimul Football Programs

Laguntas is a program for young Aboriginal and Torres Strait Islander men, which supports cultural strengthening, leadership, health, education and training and employment pathways.

Program participants form an all-Indigenous U/18 team playing invitational football games and leads to genuine access to TAC, VFL and AFL pathways. Since the program was established in 2013, nine participants have been drafted by AFL Clubs. This is an outstanding outcome which supports the impact of the program.

Boorimul is a football development program for young Aboriginal and Torres Strait Islander women. The inaugural 2018 program has been developed following the success of the Laguntas program, and the growth of women's football more broadly.

The programs are an initiative of AFL Victoria, and the Korin Gamadji Institute/Richmond Football Club.

## Collaborations and Partner Programs

In addition to KGI programming we understand the importance of connecting KGI alumni with further development opportunities, and supporting other programs that are being delivered, particularly throughout Victoria. Since the development of our first RAP these have included:

- Victorian Youth Parliament inaugural all Indigenous team
- KGI alumni designing Melbourne Vixens first Indigenous dress design
- Koorie Youth Summit representation
- Digital Story telling program with the University of Melbourne
- Marngo Future Designs with Swinburne University
- KGI Indigenous netball team participating in the VACSAL state junior carnival



***“We need more Aboriginal people in executive roles, sitting around boardroom tables and getting involved in the big decisions.”***

*– Aaron Clark, Director, Korin Gamadji Institute*





*Next Generation Academy participants*

### **Richmond Represented at United Nations Permanent Forum**

In 2018, Richmond was the first sporting Club to present at the United Nations Permanent Forum on Indigenous Issues. Attending the event in partnership with the National Congress of Australia's First Peoples, Richmond shared the journey of the Korin Gamadji Institute (KGI). Richmond also discussed the establishment of Dreamtime at the 'G and the role it has played in building a bridge between Indigenous and non- Indigenous Australia. Now in its 14th year, Dreamtime at the 'G is the flagship game of the AFL's Indigenous Round.

### **Next Generation Academy**

The purpose of the Richmond Academy is to identify and attract Indigenous, multicultural and female youth in a culturally affirming football environment through the development of personal identity, physical, mental and technical competencies.

The Academy strengthens the connection that has been built by the Korin Gamadji Institute (KGI) amongst regional Victorian Aboriginal communities. Richmond has focused its Academy engagement and talent identification to the Goulburn Murray, Bendigo, Sunraysia, and North Central areas of Victoria. The Richmond Academy introduces the game of Australian Rules to both boys and girls, aged 5-18 years, who are from Indigenous and multicultural backgrounds, and provide pathways for coaches, umpires, and administrators.



***“Richmond’s RAP certainly exemplifies  
unity, relentlessness and leadership  
– qualities that embodied the man in  
whose honour this RAP is named, the late  
Richmond champion, Maurice Rioli”***

*– Dr Tom Calma AO, Reconciliation Australia Co-Chair*



**RICHMOND**  
EST 1885

The  
**Korin Gamadji**  
**Institute**

*"Grow and Emerge"*



**RECONCILIATION**  
**ACTION PLAN**

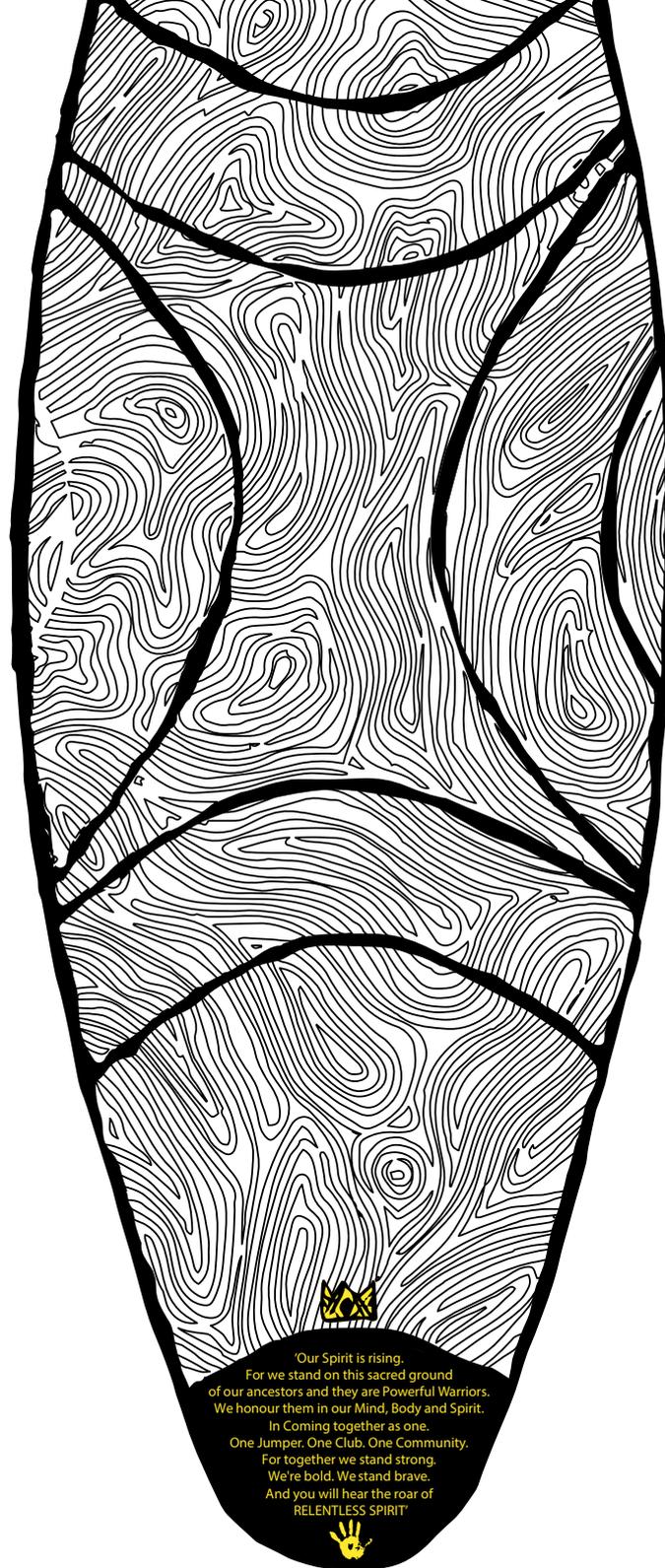
**ELEVATE**

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Old Parliament House  
King George Terrace  
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[reconciliation.org.au](http://reconciliation.org.au)



'Our Spirit is rising,  
For we stand on this sacred ground  
of our ancestors and they are Powerful Warriors.  
We honour them in our Mind, Body and Spirit.

In Coming together as one,  
One Jumper, One Club, One Community.  
For together we stand strong.  
We're bold. We stand brave.  
And you will hear the roar of  
**RELENTLESS SPIRIT**

