



***“There is real beauty in our difference and we embrace all of it.  
This RAP is simply further recognition of what we believe to be  
right. Fairness and equal opportunity for all.”***

- Nathan Buckley



## ACKNOWLEDGEMENT TO COUNTRY

*Collingwood respectfully acknowledge the Wurundjeri people of the Kulin Nations as the Traditional Custodians of the land on which we meet. We pay our respects to them, their culture and Elders past and present.*

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A Welcome to Country or an Acknowledgement of Traditional Owners recognises the continuing connection of Aboriginal Traditional Owners to their Country. Victoria has a strong and proud Aboriginal history, comprising of complex ownership and land stewardship systems stretching back many thousands of years.

The Victorian Government supports Welcomes to Country and Acknowledgements of Traditional Owners as part of the process of reconciliation and healing, in addition to affording the appropriate respect to Traditional Owners of Country.

*A place to reflect; the stunning view as the sun sets at Tennant Creek,  
Collingwood's Northern Territory Community Camp base.*



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## **SIDE BY SIDE - OUR FUTURE IS BLACK AND WHITE**

The Collingwood Football Club acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples of Australia. In doing so we also recognise that acceptance, education, inclusiveness and opportunities are vital in the reconciliation process. We strive to ensure that all areas across the club consider Aboriginal and Torres Strait Islander programs as part of their day-to-day work and core business.

*Daniel Wells wore the number 67 to commemorate the 1967 referendum to include Indigenous Australians in the census during the 2017 AFL round 10 match between Collingwood and the Brisbane Lions at the MCG on May 28, 2017 in Melbourne.*





## MESSAGE FROM RECONCILIATION AUSTRALIA CEO

*Karen Mundine*

On behalf of Reconciliation Australia, I am pleased to see Collingwood Football Club continue its reconciliation journey, and formally endorse its second Reconciliation Action Plan.

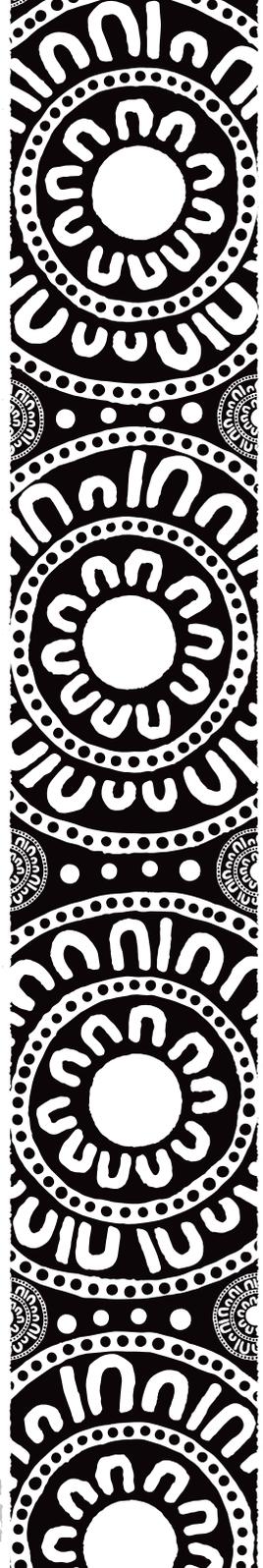
By developing a Stretch RAP, Collingwood continues to play an important leadership role in a growing community of over 1,000 organisations that have formally committed to reconciliation. With over 80,000 members and approximately 1 million supporters nationwide, Collingwood is in a prime position to make a deep and positive impact on reconciliation in Australia.

In previous RAPs, Collingwood has taken an innovative approach to its commitment to reconciliation, such as through the development of its Community Sports Equipment Program, which has seen over 200 pairs of football boots donated to football teams, community groups and individuals across Australia, who may not otherwise have access to the equipment vital to pursuing their passion for football. This is a fine example of an organisation using its unique position and resources to drive reconciliation initiatives.

Looking to the future, Collingwood will continue to use its creativity and innovation to promote reconciliation, committing to the development of a Community Camp documentary to promote the impactful programs that the club delivers in Aboriginal and Torres Strait Islander communities.

On behalf of Reconciliation Australia, I commend Collingwood on its second RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in black ink, appearing to read 'KM', positioned below the main text of the message.



2  1 9

INDIGENOUS ROUND GUERNSEY *ARTIST*

## *Lea-Anne Miller*

Collingwood's 2019 Indigenous Round Guernsey was painted by artist Lea-Anne Miller and created in collaboration with Collingwood's Graphic Designer Tom Hulse and Aboriginal and Torres Strait Islander Programs Manager, Debby Lovett.

Lea-Anne Miller is the sister-in-law of star Collingwood player Travis Varcoe. The story behind her artwork comes from the tragic passing of Travis' sister Maggie and it depicts the wave of support Travis, Lea-Anne and their family received during this tough time.

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### THE STORY

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*The inner circle represents the players, united as one entity. The dots around the players represent the families, staff and those connected and supporting the team day to day. Much the same as a traditional camp motif, the outer circle and dots represent people coming together from different places within the Collingwood community, including fans and supporters. In it's entirety, this piece represents the rich community that provides unwavering support when one of our own is faced with hardship and a time of need.*



*Daniel Wells and Travis Varcoe proudly wear the 2019 Collingwood Indigenous Round guernsey featuring the artwork of Lea-Anne Miller.*



*Collingwood's Tom Phillips has a kick during the next generation clinic in Tennant Creek, February 2019. One of the Community Camp events in Barkly, NT.*





## MESSAGE FROM THE COLLINGWOOD PRESIDENT

### *Eddie McGuire*

I am proud to launch Collingwood's Reconciliation Action Plan for 2019-21.

Our new *Stretch* RAP formalises our commitment to support, recognise and provide opportunities for Aboriginal and Torres Strait Islander peoples. It is our commitment to action, not just to words. It is our acknowledgement of the mistakes of the past and our promise to work closely with Aboriginal and Torres Strait Islander peoples to forge a better future.

Through this RAP we will continue to develop our Barrawarn Program to empower Aboriginal and Torres Strait Islander people providing employment and educational opportunities and tackling disadvantage through increased engagement and participation.

At Collingwood, we believe in a society in which all can participate, prosper and reach their full potential. Our ethos is 'Side by Side We Stick Together.' Our purpose is to unify and inspire people through the power of sport. We seek to make a genuine difference in our community and to play an important role in the reconciliation process.

We recognise that reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous Australians is essential if we are to achieve a just and fair society.

I would like to thank our RAP Working Group and all those who have contributed to this plan. Collingwood is a big club and we know that together our staff, players, members and fans can have an enormous impact on building a better Australia.

Today we celebrate a new RAP and all that has been achieved so far, but there is much still to be done and we look forward to the challenges ahead with passion and determination.

A handwritten signature in black ink, reading "Eddie McGuire". The signature is written in a cursive, flowing style with a long horizontal line underneath.



## MESSAGE FROM COLLINGWOOD'S CEO

### *Mark Anderson*

The Collingwood Football Club Stretch Reconciliation Action Plan (RAP) is a commitment from our club to do more to recognise, welcome, understand and work with Aboriginal and Torres Strait Islander people and their communities.

It is a practical guide for our club and its people to use as we continue to deepen and strengthen our relationships with First Australians.

As a Stretch RAP it also reaches beyond the 'how' to examine the 'why?'

It offers an insight into the thinking of modern Collingwood and expresses our belief in education and the necessity and power of nurturing and strengthening a relationship with Aboriginal and Torres Strait Islander people.

Collingwood's Stretch RAP has been written with the intention of enriching the reconciliation conversation. As a club we look forward to delivering on the objectives of this three year plan in partnership with Aboriginal and Torres Strait Islander communities. We will continue to consult, listen and learn and through our actions demonstrate our commitment.

A handwritten signature in black ink, appearing to read 'Mark Anderson', written in a cursive style.





2 0 1 8

INDIGENOUS ROUND GUERNSEY ARTIST

## Mick Harding

The 2018 Sir Doug Nicholls Round guernsey design by Mick Harding was worn during Collingwood's Round 11 match against Fremantle. The design recognises the significant contribution Indigenous players have brought to our great game. In Mick Harding's words *"The magpie is a fantastic story teller. You can hear it in their song. It belongs to this land, just like we do."*

The section surrounding the magpie represent panels of a possum skin cloak which articulates the diversity and complexity of all the Aboriginal groups throughout Victoria and Australia. We belong to this land and have a deep affinity with it.

*"When I create something I express my cultural integrity in place, be respectful of interpretation of my culture, and try to share my story as a Taungwurrung Kulin man"*



## OUR VISION

The Collingwood Football Club's vision for reconciliation is for a relationship built on respect, opportunities and partnerships with Aboriginal and Torres Strait Islander communities. We aim to make positive and lasting contributions to the lives and well-being of Aboriginal and Torres Strait Islander peoples, and we seek to use sport as a vehicle for positive change, participation and building of relationships.

The Collingwood Football Club acknowledges that Aboriginal and Torres Strait Islander People are the First Peoples of Australia. In doing so we also recognise that acceptance, education, inclusiveness and opportunities are vital in the reconciliation process.

## OUR PURPOSE

Collingwood is more than a club. It's a community founded on the ideal of togetherness. That people are there for one another, during good times, and especially when things get tough. From our beginnings in the hardest of eras, through to the modern age driven by technology and change.

This is a society of people for people, pure and simple. Because we understand the importance of pride and hope. The sense we get when those around us have been through what we've been through and come out stronger for it, ready for whatever comes next. And it all centres on a sense of belonging. Being part of something bigger than ourselves. That is when anyone can go beyond their present constraints to fulfil their potential. That's what being together for each other is all about. Side by side through the thick and thin of it.

Whether it's creating the change we want to see in the world, or holding on to see each other through adversity. The black and the white. It asks each of us to be there no matter what. And when we are, there is no telling what we can get done.

## OUR VALUES

### ***Belong***

I am never alone.

**We are all a part of a bigger cause.**

**When I belong I can count on your support.**

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### ***Commitment***

My loyalty and decisive action for you is absolute.

**We stick together side by side through good times and bad.**

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### ***Realising Potential***

My club uses the collective effort of many to turn good into best.

**We inspire and fulfil hopes, dreams and aspirations.**

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### ***Caring***

My club listens, consults, values and respects.

**We embrace diversity and welcome all as equals.**

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## OUR ENABLERS

- Our People - *Passionate, Expertise + Values Led*
- Innovation
- Engaging Our Fans
- Partnerships
- Financial Strength & Independence





2017

INDIGENOUS ROUND GUERNSEY *ARTIST*

## *Elaine Chambers-Hegarty*

Elaine Chambers-Hegarty is an Aboriginal Graphic Designer and Artist, with cultural links to the Koa (Guwa) and Kuku Yalanji people.

Her parents were both born in Cherbourg Queensland, after their parents were relocated there, under 'the act' in the early 1900's. Both Elaine's parents and grandparents, are her key inspiration. Elaine says she is blessed to have inherited great creative genes from her father, while many of her other family members are also artists.

*"I wanted to try and stay within the stripes. That's what's recognisable and that's why I put a lot of the artwork into the stripes. The faint lines in the background display the travels the players have taken and where they've come from through to now.*

***It's designed to represent players past, present and future.***

*The circles are meeting circles. They're the players meeting at the fields and different sacred grounds around Australia."*





## *Nathan Buckley*

“As a young man I was brought up to see everyone as equal and I take equal to mean as people deserving of respect, kindness and decency.

Some of my upbringing was in the Top End. My father worked as a professional valuer and in that time valued a lot of the big cattle stations up that way, he also coached in various forms and was for a majority of that time the Northern Territory coaching director. Both of these jobs had him travelling through remote areas and working with, and amongst, Indigenous communities in the area. At the same time my mother worked as a community health nurse and a large part of her passion was around improving the health provision throughout the Top End, a lot of it with Indigenous communities who were trying to balance living on the land with the ever present reality of modern life impacting on the delicate balance that all communities exist on.

Fast forward to the present day and I am blessed to work in an industry and at this club where I am a part of something that upholds the same values that my mother and father taught to me throughout my childhood and adolescence.

We value every person at this football club for who they are with respect, decency and kindness. Love and care is our mantra and we encourage everyone to be all of themselves in this environment with the knowledge that everyone has a story and brings with them experiences and truths that when shared with others gives us all a better perspective and understanding of the world we live in and the fact that no one view is ever absolute. There is real beauty in our difference and we embrace all of it.

This RAP is simply further recognition of what we believe to be right. Fairness and equal opportunity for all.”

- *Bucks*

## OUR CLUB

Collingwood Football Club is one of the great icons of Australian sport.

Since 1892 our club has been built on the ethos, 'Side by Side We Stick Together.' This has always been Collingwood's mantra and it remains so today. "Side by Side," is more than just a theme at the club, it is our commitment to social responsibility, to treating everyone with respect and welcoming all regardless of their status in society.

Collingwood seeks to be a club that embraces diversity and equality. A club that exists to make a major contribution to the community. A club where all you have to do to be a part of it is to yell "Go Pies." Collingwood is the home club and major partner of Australia's greatest sporting stadium, the famous Melbourne Cricket Ground (MCG.) The passion and pride of Collingwood supporters is legendary and the club now has over 80,000 members and more than one million fans.

In 2016, Collingwood was awarded a license to operate a women's AFL team in the new AFLW competition. In 2017, Collingwood launched the Collingwood Magpies Netball team, to compete in the Suncorp Super Netball (SSN) league placing the club at the forefront of the most popular female sport in Australia.

In 2018, Collingwood launched an AFL Wheelchair team in the inaugural Victorian Wheelchair Football League. The club now operates seven teams competing at the elite level in AFL, AFLW, netball and AFL Wheelchair.

In order to extend its commitment to social responsibility Collingwood has established *Magpies Community* to support the club's mission to make a significant and meaningful contribution to our community.

Magpies Community operates a wide range of programs and partnerships to:

- Help people facing disadvantage, homelessness or social disconnection.
- Engage with indigenous and multi-cultural communities;
- Grow women's sport through participation, equal opportunity and leadership.
- Encourage people with disability to lead happier more active lives.

The Barrawarn Program was launched in 2011 to formalise the club's support for Aboriginal and Torres Strait Islander peoples. Collingwood Football Club employs approximately 150 people. The aim for 2019 onwards is to potentially employ more Aboriginal and Torres Strait Islander staff, in areas right across the club. At the time of development of this RAP document Collingwood have 1 full-time Aboriginal and Torres Strait Islander staff member - *Manager of Collingwood's Aboriginal and Torres Strait Islander Program - The Barrawarn Program*. Collingwood are privileged to have two Aboriginal and Torres Strait Islander players on their 2019 list and to date have had seventeen Aboriginal and Torres Strait Islander players don the black and white stripes.

Collingwood still maintains a strong presence at our traditional home Victoria Park, operating one of the largest community hubs in Australia – the Magpies Community Centre at Victoria Park. The club's origins, built at Victoria Park in the working class suburb of Collingwood, are paramount to its culture and history and to the way it operates today.

Collingwood was launched against all odds in one depression, and thrived in another, winning four premierships in a row under the legendary coach Jock McHale at the end of the 1920s. The combination of great on field success and the club's socially aware and sympathetic attitude has inspired a loyalty and passion that endures today. Collingwood has become a leader of Australian sport – "the battler's dream that became a national sporting and social phenomenon."





2016

INDIGENOUS ROUND GUERNSEY ARTIST

## Nathan Patterson

Nathan Patterson is a proud Wagiman man living on the south coast of Victoria. His mother's people are from Pine Creek, near the Daly River region in the Northern Territory, where the Wagiman clan are the traditional landowners

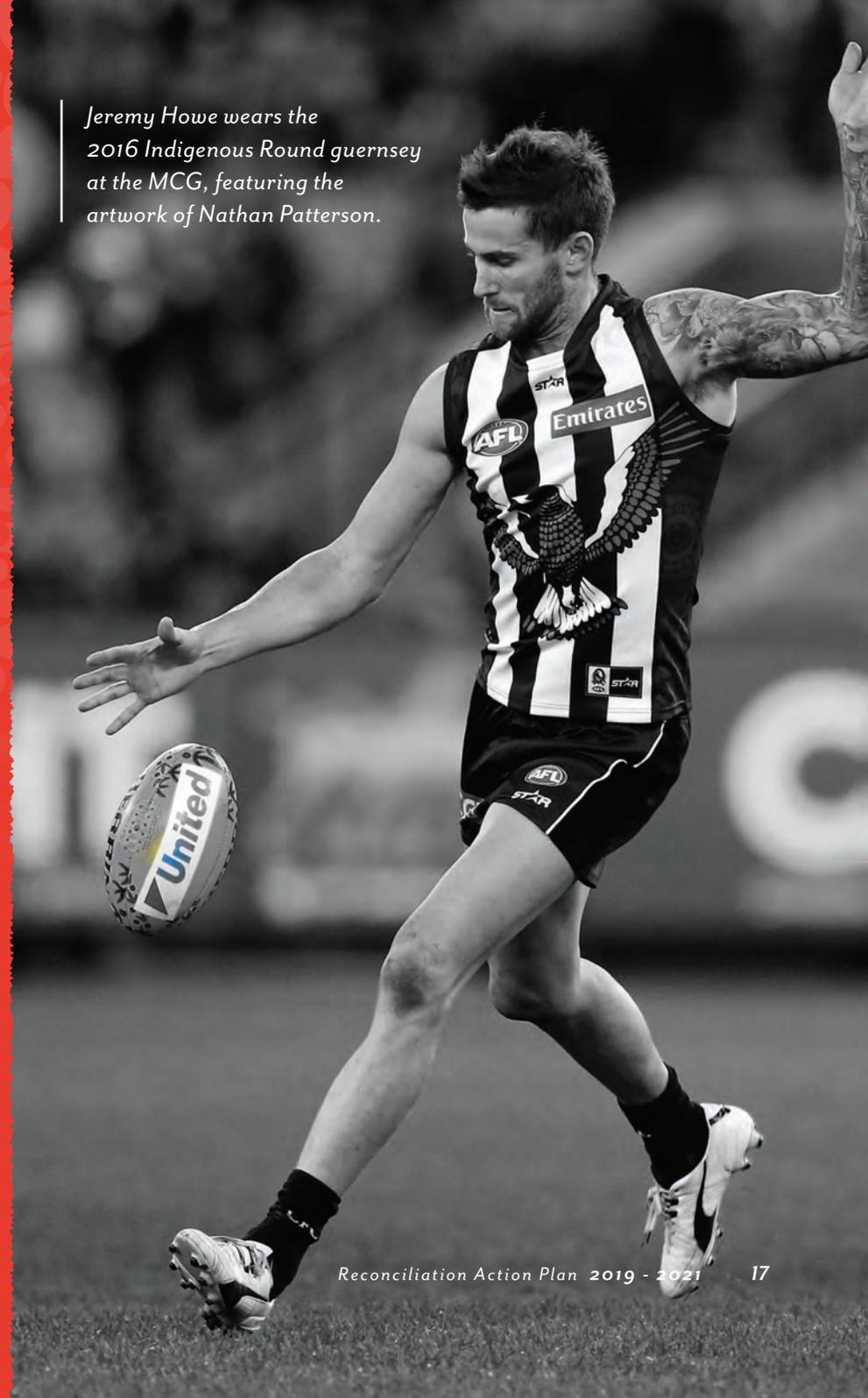
Nathan burst onto the art scene around four years ago with his ever-evolving modern take on contemporary Aboriginal art. He has been commissioned for numerous large scale mural projects and produced original artwork for four AFL clubs guernseys.

*"It was important to represent the attacking Barrawarn (magpie), as these birds are extremely territorial, extremely loyal and fierce, these birds do not give up easily."*

The design recognises all Indigenous players to have pulled on the black and white stripes throughout Collingwood's long history.

Nathan's artwork is inspired by his passion for Australian native wildlife and landscape and especially loves painting birds, including the Red-tailed Cockatoo, Wedge-tailed Eagles and of course the Australian Magpie.

Jeremy Howe wears the 2016 Indigenous Round guernsey at the MCG, featuring the artwork of Nathan Patterson.



# THE BARRAWARN PROGRAM

The Barrawarn Program is Collingwood's key Indigenous Community Program. *Barrawarn* is the Wurundjeri word for Magpie.

The Barrawarn Program was launched in 2011 to support Aboriginal communities in Victoria with an aim to empower Aboriginal and Torres Strait Islander peoples through employment and educational opportunities and to tackle disadvantage through increased economic participation and development.

Collingwood is committed to supporting Aboriginal Victorians in our community and has been operating a range of programs and initiatives over the past 20 years.

These activities have included partnerships with ATSIC, the Yuendumu Magpies, the Rumbalah Football and Netball Club and the Fitzroy Stars, along with visits to remote communities in the Northern Territory, Marngrook curtain raiser matches at the MCG and the hosting of groups from remote communities around Australia.

The club worked in partnership with the Victorian Government as part of the employment start up for Indigenous job seekers project delivering over 40 work placements with a range of host employers.

The Collingwood Football Club Foundation has provided more than \$500,000 in funding to support full and part time traineeships for Aboriginal Victorians with AFL Sportsready and AFL Victoria and a range of corporate partners.

Collingwood also appointed a full time Aboriginal and Torres Strait Islander Programs Manager to develop and manage all Aboriginal programs and partnerships.

The Barrawarn Program also provides cultural awareness training for all staff and players at the club and has formed partnerships with Ganbina and Dardi Munwurro.

We are grateful to Club Patron John Laidlaw, The Pratt Foundation and CGU Insurance for their on-going support.



Left: Debby Lovett, Daniel Wells, special guest speaker Kyle Vander-Kuyp and Travis Varcoe at Collingwood's 2018 Bush Tucker event.



Peter Yagmoor and Tony Armstrong wearing the 2014 'Barrawarn' Indigenous guernsey designed by Dixon Patten.





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INDIGENOUS ROUND GUERNSEY *ARTIST*

## *Dixon Patten*

Dixon Patten is the designer of the Barrawarn Program logo which featured on the 2014 & 2015 Indigenous Round guernsey. Dixon is a proud Yorta Yorta and Gunnai man and has family bloodlines from Gunditjmara, Dhudhuroa, Wiradjuri, Yuin, Wemba Wemba, Barapa Barapa and Monaro.

Dixon is an experienced graphic designer and practicing artist. Before moving into freelance operation, Dixon was employed by the Koorie Heritage Trust Cultural Centre in Melbourne for eight years. During this time his understanding of local history and the integral role that art plays in community deepened.

*“Art is a visual language and an effective communicative tool. Aboriginal people have been using this tool for millennia. I feel it is my cultural obligation to continue that tradition”.*

The circles within circles represent Indigenous and non-Indigenous communities, as they come together to celebrate the Indigenous Round. The football motif is depicted, as they are coming together for the love of the game. The hands depict Collingwood’s athletes reaching high.



*“The semi-circles depict our old people guiding them on their journey and the boomerang shapes are placed to mimic the fast-paced high energy movement in the game of football.” - Dixon Patten*

*Uncle Norm Terrick welcomes participants to the state-wide Dardi Munwurro Indigenous Men's Gathering at Olympic Park oval, May 2018. Josh Birtwistle with the didgeridoo in his hand also performed.*



# OUR RECONCILIATION ACTION PLAN

## 2019 - 2021

Our new *Stretch* RAP sets out our commitment to recognise and support Aboriginal and Torres Strait Islander communities.

Collingwood completed the initiatives of its first *Reflect* RAP in 2016 including:

- Establishment of a RAP Working Group
- Cultural Awareness Training for all staff and players
- Respect and Acknowledgment Initiatives
- Partnerships with Aboriginal and Torres Strait Islander communities
- The first Collingwood AFL Indigenous guernsey
- Appointment of Collingwood's first Indigenous Program Manager
- The development of the Barrawarn Program
- Community Sports Equipment Donation Program
- Support from the Collingwood Football Club Foundation

We would like to recognise and acknowledge the wonderful support of club patron John Laidlaw, Heloise Pratt and The Pratt Foundation and CGU which enabled the completion of the Reflect RAP and has underpinned the continued development of the Barrawarn Program and its many partnerships and programs.

We are proud to launch the club's new Stretch RAP in 2019.

This RAP has been developed by the RAP Working Group with contributions from staff and players across the club. In particular we appreciate the insights and support of Jodie Sizer, the first Aboriginal and Torres Strait Islander to be appointed to the Collingwood Football Club Board of Directors and the contribution of Debby Lovett as our Aboriginal and Torres Strait Islander Programs Manager.

Key elements of our *Stretch* RAP include:

- Aboriginal and Torres Strait Islander round celebrations
- NAIDOC Week celebrations
- The Barrawarn Program
- Warumungu People's Partnership (*The Barkly region, NT*)
- Community Sports Equipment Donation Program
- Cultural Awareness Training
- Magpies Next Generation Academy
- Dardi Munwurro Program (*Ngarra Jarranounith Men's Healing Program*)
- Ganbina
- Skillinvest
- Collingwood player's support

## SIR DOUG NICHOLLS ROUND

### ABORIGINAL & TORRES STRAIT ISLANDER CELEBRATIONS

Since 2016, Aboriginal and Torres Strait Islander round has been celebrated and promoted throughout the club. The club celebrates the contribution of Aboriginal and Torres Strait Islander peoples to Australia and promotes reconciliation.

Collingwood also recognises the achievements of past and present Aboriginal and Torres Strait Islander players.

The club proudly promotes and wears an Indigenous designed guernsey during Sir Doug Nicholls round.

Players, staff and club members participate in a series of events in association with the match to encourage greater understanding of reconciliation.



## NAIDOC WEEK CELEBRATIONS

In 2016 Collingwood officially launched their first RAP document. This event was run in conjunction with the club's NAIDOC Week celebrations.

During 2017 NAIDOC Week, all staff and players were invited to an event to pay tribute to Uncle Kevin Coombs.

Uncle Kevin is an avid Collingwood supporter and an inspiration to all. Paralysed at the age of 12 after a hunting accident, he went on to be the first Aboriginal and Torres Strait Islander person to represent Australia in basketball at the Paralympics, winning numerous gold medals throughout his twenty four year journey in competition. Uncle Kevin has become a great friend, mentor and advisor to the club.

*Left: Debby Lovett, Uncle Kevin Coombs and daughter Janine Coombs*





## DARDI MUNWURRO PROGRAM

### NGARRA JARRANOUNITH MEN'S HEALING

In 2017, Collingwood entered in to a formal partnership with *Dardi Munwurro* and the Victorian Government Department of Justice to support Ngarrra Jarranounith Place, Residential Diversion and Healing Program, a culturally appropriate healing and behavioural change program.

The program is designed to support Aboriginal men who are perpetrators of family violence to make constructive changes in their lives, and create a positive vision for their future. The program is based on an independent living approach, and delivered from three residential properties in Melbourne leased by the Collingwood Football Club Foundation. The Foundation also provides a meeting room at the Magpies Community Centre at Victoria Park for Life Skills training centred around one-on-one case management support and structured group work. The program also includes healing camps, volunteering and community engagement.



## GANBINA

### AGENTS OF CHANGE

Collingwood and The Barrawarn Program proudly partners with Ganbina. Ganbina is based in Shepparton and empowers Aboriginal and Torres Strait Islander communities in Australia to achieve true social and economic equality. Ganbina is a self-funded organisation and Australia's most successful Aboriginal and Torres Strait Islander school-to-work transition program. Ganbina has assisted over 500 young Aboriginal and Torres Strait Islander students to finish school, undertake further education or training and to secure employment.

Collingwood is developing an expansion model throughout the Gippsland and La Trobe Valley region, commencing in 2019.

## WARUMUNGU PEOPLE'S PARTNERSHIP

### NORTHERN TERRITORY COMMUNITY CAMP

Collingwood has formed a partnership with the Warumungu people of the Barkly region. The Barkly region is located in the eastern section of the Northern Territory, about 1,000 kilometres from Darwin. The region is divided into four wards - Alyawarr, Patta, Yapakurtanga and Alpururulam wards.

The main towns/communities that sit within the Barkly region are:

<b>Ali Currung</b>	<b>Canteen Creek</b>	<b>Urapuntja Outstations</b>
<b>Alpururulam</b>	<b>Elliot</b>	<b>Wutunugurra</b>
<b>Ampilatwatja</b>	<b>Tennant Creek</b>	<b>Newcastle Waters</b>

The traditional people of the area are the Warumungu and Collingwood works closely with communities in the region.

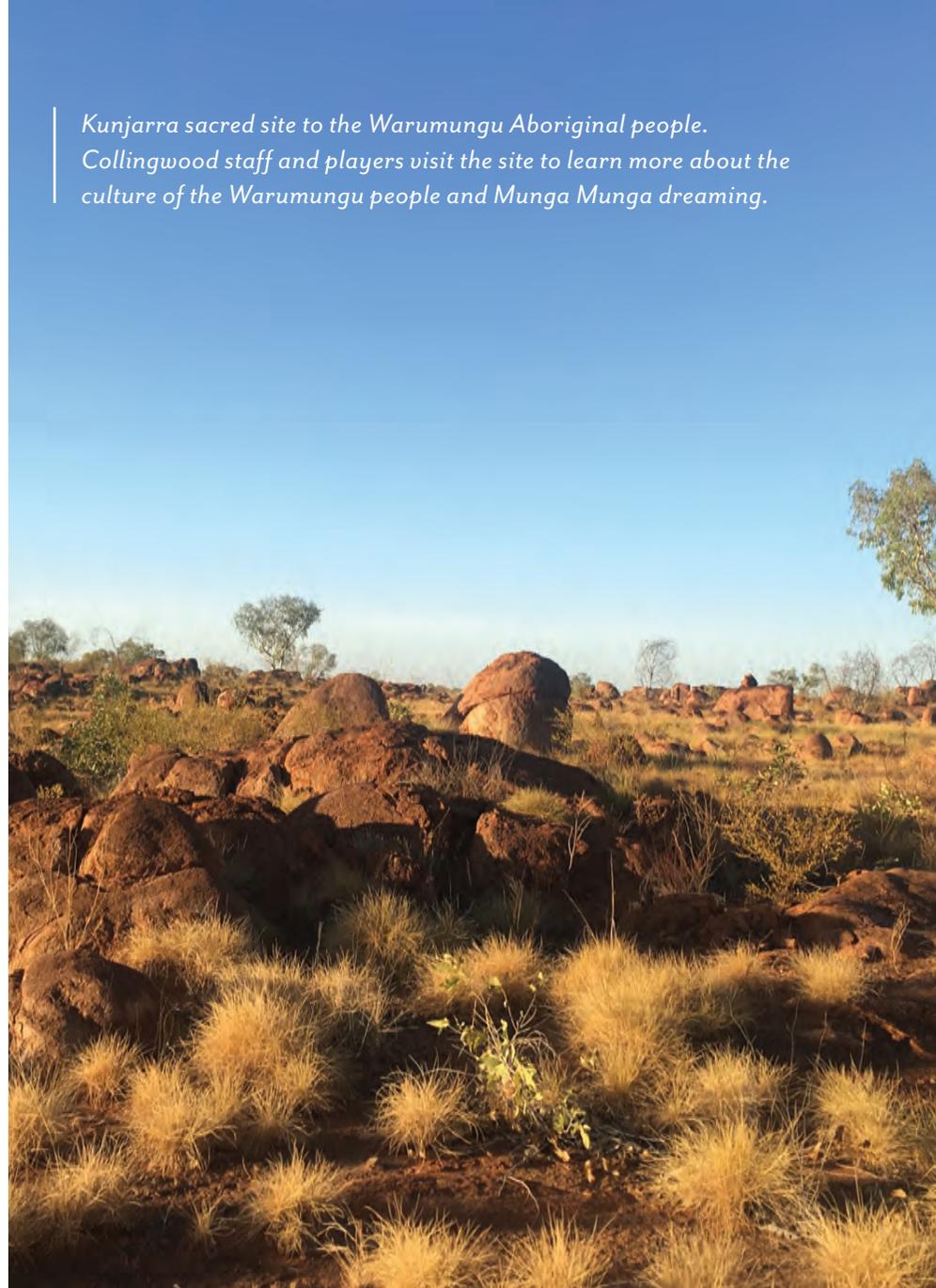
Each year groups of Collingwood players and staff visit Tennant Creek and surrounding communities to promote health and well-being and encourage young children to participate in sport and attend school. To participate in the activities students must reach 80% school attendance.

## COMMUNITY SPORTS EQUIPMENT DONATIONS

Collingwood provides sports equipment and football boots to a range of community groups including Barkly work camp, Fitzroy Stars, Collingwood Knights and many schools. Collingwood player Brodie Grundy has a lead role in the program on behalf of the football department and to date the club has donated over 200 pairs of boots to community groups, schools and organisations.

We continue to support grass roots clubs, community organisations, schools and individuals with donations of apparel, community bay tickets to football and netball matches.

*Kunjarra sacred site to the Warumungu Aboriginal people. Collingwood staff and players visit the site to learn more about the culture of the Warumungu people and Munga Munga dreaming.*



## CULTURAL AWARENESS TRAINING

All Collingwood staff and players attend cultural awareness training. The club's cultural awareness training program is being offered and promoted to club commercial and community partners, coteries, members and supporter groups in an effort to improve awareness and understanding of Aboriginal and Torres Strait Islander cultures. Education and knowledge of history is a vital part of reconciliation for our club.

## NEXT GENERATION ACADEMY

Collingwood encourages the involvement of Aboriginal and Torres Strait Islander peoples in our Next Generation Academy (NGA) activities and programs.

The NGA is a joint initiative between the AFL and AFL clubs aimed at the attraction, retention and development of talented players (both male and female), whilst growing participation in the under-represented segments of our community.

A key objective of the NGA is to increase the numbers of Aboriginal and Torres Strait Islander players participating in AFL football.

Collingwood's NGA is aligned to the Oakleigh Chargers and Yarra Junior Football League in our Victoria metro zone. Our regional zone that is located in the Northern Territory encompasses the Barkly region. Our programs with AFL Victoria and AFL NT in these zones are dedicated to the development of future male and female footballers of multicultural and Aboriginal and Torres Strait Islander backgrounds.

## SKILLINVEST

Collingwood partners with Skillinvest to support sustainable employment and training opportunities for young people, particularly amongst Aboriginal and Torres Strait Islander, South Sudanese and disadvantaged groups. Key initiatives include support for school based traineeships with Victoria Police and employment programs in East Gippsland.

*Collingwood player Flynn Appleby watches on during a Next Generation Academy session at Purkiss Reserve in Tennant Creek*



## RAP WORKING GROUP *EXTERNAL*



**Jodie Sizer** is a founding partner and co-CEO of PwC Indigenous Consulting, a Djab Wurrung/Gunditjmara woman and one of Australia's foremost Indigenous leaders. A life-long Collingwood supporter and the chairperson of the club's Reconciliation Action Plan Working Group, Sizer has worked with tertiary institutions, governments, sports codes and major businesses in creating meaningful change for Aboriginal people. Sizer is qualified as a Certified Practising Accountant (CPA), possesses a strong background in corporate governance and is a graduate of the Hedland Leadership Program and the University of Melbourne Asia-Australia New Leaders Program.

**Aunty Di Kerr** is a Wurundjeri Elder of the Kulin Nation and is very well respected in both the Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander communities across the country. When asked why Aunty Di joined the Collingwood RAP Working Group she replied, "I participate in the Collingwood RAP Working Group because I feel that they need to be supported in being a culturally informed club, ensuring that they strive to be culturally appropriate for the Aboriginal and Torres Strait Islander communities. I admire Collingwood's willingness to learn and their strong focus on youth."



**Janine Coombs** is a proud and strong Wotjoboluk woman. Janine is the current Deputy Chairperson of the Federation of Victorian Traditional Owner Corporation and the Deputy Chairperson of the Barengi Gadjin Land Council. Janine is on the Collingwood RAP Working Group as a community member and Victorian traditional owner. Janine and her family are avid Collingwood supporters and have been for generations. "I'm excited to see that the club is supporting and embracing the RAP process and working to improve their relationships in the Aboriginal and Torres Strait Islander community. I also applaud the club for the work that is happening internally across the whole club." When asked why Janine was keen to join the Collingwood RAP Working Group, her response was: "In the past Collingwood's reputation has not been great in our community. Joining the RAP is an opportunity to help turn that reputation around even more, and be part of the great work of the Barrawarn Program."





**Andrew Jackomos** comes from a strong heritage line of Yorta Yorta people. Andrew is the current Executive Director for Aboriginal Development, for the Department of Jobs, Precincts and Regions. Andrew sits on the RAP Working Group as a community member. When asked why he agreed to be on the RAP Working Group, Andrew responded with: “Because it’s the Pies and together we can make a difference for the better.”

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**Troy Austin** is a proud descendant of the Gunditjmara people of South West Victoria. Troy is a passionate Collingwood supporter who was raised in the shadows of the high-rise flats of Fitzroy and Collingwood. Troy is acutely aware of the struggles of the Aboriginal and Torres Strait Islander community and the connection that sport plays in raising an individual’s self-esteem, confidence and connection to the community around them. Troy’s connection to the Collingwood Football Club provides him with a sense of being part of a powerful community of like-minded people from a diversity of backgrounds and socio economic situations. Troy’s late father, Uncle Jock Austin would often say, “Sport is a great leveller, it creates an environment where Aboriginal and Torres Strait Islander people can be accepted for what they do, where they can be treated as equals and judged on their performance not the colour of their skin.” Troy is committed to supporting the Collingwood Football Club and the Aboriginal and Torres Strait Islander community to build a solid partnership that provides sustainable outcomes and opportunities for us to improve the physical, emotional and cultural well-being of our people.



**James Atkinson** is a Yorta Yorta/Bangerang man, member of Collingwood External RAP Working Group and CEO of the Rumbalara Aboriginal Co-operative. Previously employed as Manager, Koorie Education with the Department of Education and Training. James has worked across the education sector from early childhood, schools, TAFE and higher education in the fields of policy development, stakeholder and project management. He has a great deal of organisational experience and has served on boards at a state and national level. James was one of the founding members of the first Victorian Aboriginal Youth Advisory Committee and a participant in the Koorie Leadership Program.

## RAP WORKING GROUP *INTERNAL*

The working group is a mix of internal staff and key Aboriginal and Torres Strait Islander individuals who meet on a quarterly basis. The people sit on the Working Group as volunteers. The external (Aboriginal and Torres Strait Islander) members are at the table as individuals and not there representing their workplace, or other interest. However, they have been hand-picked and are all Collingwood supporters with a stake in the club and its ability to work better and deliver appropriate and much needed programs to Aboriginal and Torres Strait Islander communities.



**Debby Lovett**, *Manager for Aboriginal & Torres Strait Islander Programs*

A proud Gunditjmara woman, her father's side are originally from Lake Condah in South West Victoria, her mother's side being from Italy.

Debby is excited that her two main passions, Collingwood and the Aboriginal community, are coming together to produce this RAP.

Debby has worked in state, local and federal government organisations as well as other Aboriginal community controlled organisations.

*"I feel very privileged to be leading the work that Collingwood and our RAP Working Group are doing and planning to do.*

*I look forward to all the positive outcomes that will play a large part in the Collingwood reconciliation journey."*



**David Emerson**, *Director of Stadia and Community + Executive Director of the Collingwood Football Club Foundation*

For the past twenty years David has been closely involved in the club's many partnerships and initiatives with Aboriginal and Torres Strait Islander people and the development of the Barrawarn Program.

The internal RAP Working Group includes a member from each department within the club, each bringing a different perspective toward the RAP development and also a wealth of experience and knowledge to achieve and plan the actions ahead. The following members are contributors in some level to this action plan:

- **Geoff Walsh**, *General Manager Football*
- **Mary Lagosha**, *Payroll Officer*
- **Mitch Cook**, *Pathways Manager / VFL Operations Coordinator*
- **Glen Moriarty**, *Media Producer*
- **Sally Matthews**, *People & Development Advisor*
- **Joshua Jenschel**, *Sales & Acquisitions Coordinator*
- **Ash Brazill**, *Netball Development Officer*





Collingwood coaches and players with the Northern Territory Next Generation Academy clinic at Tennant Creek, February 2019.

# COLLINGWOOD ABORIGINAL AND TORRES STRAIT ISLANDER PLAYERS



**Wally Lovett**

1982  
(15 games)



**Robbie Ahmat**

1995-1997  
(25 games)



**Leon Davis**

2000-2011  
(225 games)



**Richard Cole**

2002-2005  
(56 games)



**Chris Egan**

2005-2008  
(24 games)



**Brad Dick**

2007-2011  
(27 games)



**Shannon Cox**

2007-2009  
(25 games)



**Sharrod Wellingham**

2008-2011  
(92 games)



# FOREVER COLLINGWOOD



**Anthony Corrie**

2009  
(3 games)



**Kirk Ugle**

2011-2012  
(3 games)



**Andrew Krakouer**

2011-2013  
(35 games)



**Peter Yagmoor**

2012  
(2 games)



**Tony Armstrong**

2014-2015  
(6 games)



**Travis Varcoe**

2015-present  
(72+ games)



**Daniel Wells**

2017-present  
(14+ games)



**Kayle Kirby**

2017  
(1 games)



**Mitch McCarthy**

2017  
(Rookie)



## RELATIONSHIPS

Collingwood Football Club strives to be inclusive, diverse and supportive to all people and cultures. In doing this we ensure we have a strong relationship with the local Aboriginal and Torres Strait Islander community, and also other communities across the nation.

Collingwood has embraced many new partnerships with Aboriginal and Torres Strait Islander individuals and organisations, ensuring that these relationships are positive, respectful and community approved.

**Focus Area:** Aboriginal and Torres Strait Islander programs to be a part of core business across the whole club, consistent with Collingwood's internal values and beliefs.

### ACTION

### DELIVERABLE

### TIMELINE

### RESPONSIBILITY

<p><b>1</b> Ensure appropriate governance structures for RAP implementation, monitoring and review</p>	<p>1. Maintain an effective RAP Working Group (RWG) with meetings on a quarterly basis</p>	<p>March, June, September, December 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>2. Report Annually to board on progress and outcomes of the RAP</p>	<p>Report November 2019,2020,2021</p>	<p>Director of Community</p>
	<p>3. Review RWG annually to ensure appropriate membership including Aboriginal and Torres Strait Islander community members</p>	<p>Review November 2019,2020,2021</p>	<p>Director of Community</p>
	<p>4. All departments of the club are represented on the RWG</p>	<p>Review November 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + GM of Football, GM of Women's Sport</p>



**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

<p><b>2</b> Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between staff and external stakeholders</p>	<p>5. Organise two internal NRW events each year, and register all events in the National Reconciliation Australia website</p>	<p>May 2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>6. Promote event outcomes and participation on official Collingwood Football Club websites and social channels</p>	<p>May 2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Director of Community</p>
	<p>7. Staff, senior leaders, and RAP working group members to participate in two external events to recognise and celebrate NRW</p>	<p>May 2020,2021</p>	<p>Collingwood Executive + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>8. Run national art competition for AFL and netball Aboriginal and Torres Strait Islander round uniform designs.</p>	<p>Advertised annually in September, winner announced in November/December</p>	<p>Senior Graphic Designer + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>9. Participate in AFL's Sir Doug Nicholls round, hosting and celebrating Reconciliation Week with members, partners and fans</p>	<p>May 2020,2021 and ongoing</p>	<p>Events, Community, Executive + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>10. Create a public exhibition celebrating Collingwood Aboriginal and Torres Strait Islander past players on display from Reconciliation Week through to NAIDOC Week</p>	<p>May – July 2020</p>	<p>Events, Community, Archives + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>11. Develop policy to ensure a minimum allocation of Aboriginal and Torres Strait Islander community tickets are available for home games through Coles Community Bay Program</p>	<p>December 2019</p>	<p>Membership, Community Programs Manager + Aboriginal and Torres Strait Islander Programs Manager</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>3</b> Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and organisations to support positive outcomes</p>	<p>12. Commit to establishing two formal mutual partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and or communities relevant to our sphere of influence</p>	<p>March 2020</p>	<p>Director of Community + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>13. Work with Aboriginal and Torres Strait Islander partner organisations to develop engagement principles.</p>	<p>June 2020</p>	<p>Aboriginal and Torres Strait Islander Programs Manager</p>
<p><b>4</b> Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<p>14. Secure one Aboriginal and Torres Strait Islander Player and a non-Aboriginal player to act as Co-RAP Ambassadors</p>	<p>May, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Player Engagement Manager</p>
	<p>15. Provide support to players to encourage their role in delivery of the Reconciliation Action Plan and key messages</p>	<p>May 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Football and Netball Players + Player Development Manager</p>
	<p>16. Support all internal senior leaders in delivery of Reconciliation Action Plan key actions and deliverable</p>	<p>Reviewed October 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + CEO</p>
	<p>17. Include an article in the Collingwood Black &amp; White Magazine regarding the RAP achievements</p>	<p>April and December Annually 2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Media Manager + Digital Content</p>
	<p>18. Publish Collingwood's RAP on the Magpies Community and Barrowarn websites</p>	<p>November 2019, 2020, 2021</p>	<p>Digital Marketing + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>19. Develop a Barrowarn newsletter to be sent out via email to all partners of the club</p>	<p>October 2019, 2020, 2021</p>	<p>Partnerships Manager + Aboriginal and Torres Strait Islander Programs Manager</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>4</b> Raise internal and external awareness of our RAP to promote reconciliation across our business and sector <i>continued</i></p>	<p>20. Develop and implement a strategy to communicate our RAP to all internal and external stakeholders</p>	<p>November 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Community Manager + Marketing Manager</p>
	<p>21. Deliver RAP briefing sessions to all staff and players outlining the objectives, key actions and deliverables of the RAP. Include briefing sessions for all inductees upon joining the club</p>	<p>October 2019</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Learning and Development Manager</p>
	<p>22. Promote all Barrawarn activities actively supporting, leading and educating on reconciliation externally via Collingwood and Barrawarn websites and media platforms</p>	<p>November 2019</p>	<p>Media Manager + Aboriginal and Torres Strait Islander Programs Manager</p>
<p><b>5</b> Promote Reconciliation through ongoing active engagement with all stakeholders and partners</p>	<p>23. Support and encourage partners to develop their own RAP</p>	<p>September 2019</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Partnerships General Manager</p>
	<p>24. Update of websites and social media channels to include Collingwood's reconciliation journey and commitment</p>	<p>December 2019 and review quarterly</p>	<p>Media &amp; Digital Managers + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>25. Deliver Community Camp program in the Barkly region supporting community initiatives and developing relationships through annual visits from players and staff</p>	<p>February 2020, 2021</p>	<p>Director of Community + GM Football + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>26. Develop a Community Camp video production to promote positive programs that Collingwood delivers in Aboriginal and Torres Strait Islander communities</p>	<p>May 2020, 2021</p>	<p>Media &amp; Digital Managers + Aboriginal and Torres Strait Islander Program Manager</p>



**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**6** Promote positive race relations through anti-discrimination strategies

27. Work with Aboriginal and Torres Strait Islander staff, Aboriginal and Torres Strait Islander advisors and Human Resources to develop and continuously improve our anti-racism policy

28. Promote and implement anti-discrimination policy across our organisation, including all induction programs and cultural awareness training programs

29. Provide ongoing education opportunities for senior leaders and managers on the effects of racism through cultural awareness training programs

30. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism

June 2019, 2020, 2021

Dec 2019, 2020, 2021

December 2019, 2020, 2021

December 2019, 2020, 2021

Aboriginal and Torres Strait Islander Programs Manager + Community Team Manager + GM HR

Aboriginal and Torres Strait Islander Programs Manager + Community Team Manager + GM HR

Aboriginal and Torres Strait Islander Programs Manager + Community Team Manager + GM HR

CEO + General Managers + Aboriginal and Torres Strait Islander Programs Manager





Collingwood coaches and players run a football clinic with students at Elliott School, February 2019.



## RESPECT

Collingwood Football Club acknowledge the Aboriginal and Torres Strait Islander people as the Traditional Owners of this great land we call Australia. We pay our respects to Aboriginal and Torres Strait Islander people past and present. We recognise and respect the heritage and traditions of Aboriginal and Torres Strait Islander people. We aim to work collaboratively with Aboriginal and Torres Strait Islander communities fostering awareness and celebrating the rich culture of Aboriginal and Torres Strait Islander Australians. We will work with local Traditional Owner groups and Elders to ensure positive relationships are at the forefront of our work.

**Focus Area:** Aligning our RAP with Collingwood’s internal values.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>7</b> Increased level knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<p>31. Develop, implement and review a Cultural Awareness Training strategy for our staff, players, board and members. The program will define the continuous cultural learning needs of employees and athletes in all areas of our business, and consider various ways this learning can be provided, which will include online, workshops and cultural immersion. To also promote the Reconciliation Australia’s <i>Share Our Pride</i> online tool to all staff.</p>	<p>July 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>32. Create a culturally safe and inviting area for Aboriginal and Torres Strait Islander players to interact and work with the Barrawarrn Program.</p>	<p>December 2019</p>	<p>Director of Community</p>
	<p>33. Develop and implement Cultural Awareness Training available to Collingwood members</p>	<p>Delivered Quarterly 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + GM of Football, GM of Women’s Sport</p>





Mason Cox wore custom boots hand painted by Indigenous artist Mick Harding during 2018's Round 11 match

**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

<p><b>7</b> Increased level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements <i>continued</i></p>	<p>34. 100% of staff and players to undertake cultural awareness training</p>	<p>June, September 2019, 2020, 2021</p>	<p>Training and Development + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>35. 100% of Collingwood Board of Directors to undertake cultural awareness training</p>	<p>October 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>36. Deliver quarterly "Lunch Box Sessions" per year inviting respected Aboriginal and Torres Strait Islander community members to be guest speakers on relevant educational topics.</p>	<p>February, May, August and November 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Learning and Development Manager</p>



**ACTION****DELIVERABLE****TIMELINE****RESPONSIBILITY**

<p><b>8</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions on a daily basis</p>	<p>37. Continue to present Welcome To Country video piece at all AFL home games as part of our cultural protocols.</p>	<p>Review December 2020</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Events + Marketing + Game Day Managers</p>
	<p>38. Welcome to Country or Acknowledgement of Country at all homes games; including AFLW, VFL and Netball</p>	<p>Review December 2019</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Events + Marketing + Game Day Managers</p>
	<p>39. Invite a local Traditional Owner to provide a Welcome to Country, at a minimum of 5 significant events each year</p>	<p>Review December 2019, 2020 2021</p>	<p>Events Team + Aboriginal and Torres Strait Islander Programs Manager + Director of Community</p>
	<p>40. Staff and Senior Leadership to provide an Acknowledgement of Country at all other events.</p>	<p>Review December 2019,2020,2021</p>	<p>Events Manager + Aboriginal and Torres Strait Islander Programs Manager + Community + GM HR</p>
	<p>41. Maintain and review a list of key contacts for organising a Welcome to Country.</p>	<p>Review July 2020</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Events Team</p>
	<p>42. Include an Acknowledgement of Country at the commencement of internal events.</p>	<p>Review July 2019, 2020, 2021</p>	<p>GM HR + Aboriginal and Torres Strait Islander Programs Manager + Director of Community</p>
	<p>43. Create and display an Acknowledgment of Country plaque at Holden Centre and Victoria Park sites</p>	<p>Review March 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Facilities Manager + Design Team</p>
	<p>44. Include a Acknowledgment of Country on the Collingwood AFL website home page</p>	<p>September 2019, 2020, 2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager Media Manager Digital Manager</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>9</b> Celebrate NAIDOC Week and provide opportunities for all staff and strongly encourage Aboriginal and Torres Strait Islander staff and players to engage with culture and community during NAIDOC Week</p>	<p>45. Host a Collingwood NAIDOC Week event delivering Netball Coaching Clinics for Aboriginal and Torres Strait Islander children</p>	<p>July 2019,2020,2021</p>	<p>GM Women's Sport + Netball Coordinator + Aboriginal and Torres Strait Islander Programs Manager</p>
	<p>46. Football and netball teams to wear Indigenous Round uniforms NAIDOC Week home game</p>	<p>July 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + GM Football + GM Netball + GM of Partnerships</p>
	<p>47. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.</p>	<p>July 2019,2020,2021</p>	<p>Player Development Manager + GM Football + GM HR</p>
<p><b>10</b> Celebrate, recognise and respect Aboriginal and Torres Strait Islander dates of significance</p>	<p>48. Ensure staff/ players are aware of significant dates and history</p>	<p>February 2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + HR</p>
	<p>49. Support all staff to participate in NAIDOC Week events in the local community.</p>	<p>July 2019,2020,2021</p>	<p>GM Football + GM Netball + GM HR + CEO</p>
	<p>50. In consultation with local Aboriginal and Torres Strait Islander communities, hold a public NAIDOC Week event i.e. Aboriginal and Torres Strait Islander Children's Netball Coaching Clinic</p>	<p>July 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Events Team + Netball Development Officer</p>
	<p>51. Support an external NAIDOC Week community event, consider VACSAL &amp; VACCA Community events</p>	<p>July 2019,2020,2021</p>	<p>Community Programs Team Leader + External RWG members</p>
	<p>52. Support local NAIDOC Week committee and their events</p>	<p>July 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Community</p>
	<p>53. Senior staff to acknowledge NAIDOC Week and its importance, by encouraging staff to attend events, tell the story on social media</p>	<p>July 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Executive Team</p>
	<p>54. Delivery of Aboriginal and Torres Strait Islander AFL Clinics</p>	<p>August 2019,2020,2021</p>	<p>Aboriginal and Torres Strait Islander Programs Manager + Community</p>
	<p>55. Include NAIDOC and NRW in Collingwood Calendar of Events</p>	<p>May, July 2019,2020,2021</p>	<p>GM HR</p>



## ACTION

- 11** Embed the Reconciliation Action Plan throughout the organisation (inclusive of all teams and administration departments)

## DELIVERABLE

56. Continue to contribute to Community Sports Equipment Donations Program.
57. Staff and players to participate in Community Camp opportunities in the Barkly region on an annual basis.
58. Collingwood players and staff to attend schools and communities in the Barkly region to deliver various messages about the importance of education, healthy choices, exercise and participation.
59. Encourage Aboriginal and Torres Strait Islander players to continue to conduct information sessions to players and staff on culture at least once a year
60. Develop a career progression plan for Aboriginal and Torres Strait Islander players
61. Aboriginal and Torres Strait Islander players to be more engaged in the Barrowarn Program and support key partnerships
62. Where possible attend community events such as state-wide Aboriginal and Torres Strait Islander football and netball carnivals

## TIMELINE

- Quarterly  
2019,2020,2021
- February 2020,2021
- February 2020,2021
- August 2019,2020,2021
- October 2019,2020,2021
- March 2020,2021
- October 2019, 2020, 2021

## RESPONSIBILITY

- Aboriginal and Torres Strait Islander Programs Manager + Player Engagement Manager
- Aboriginal and Torres Strait Islander Programs Manager + Community Manager + Marketing + GM Football/Netball
- Aboriginal and Torres Strait Islander Programs Manager + Director of Community + GM Football + Community Programs
- Aboriginal and Torres Strait Islander Programs Manager + GM Football
- Aboriginal and Torres Strait Islander Programs Manager + Learning and Development Manager
- Player Development Manager, Learning and Development Manager
- Aboriginal and Torres Strait Islander Programs Manager + Player Engagement Manager + Learning and Development Manager



**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**12** Embed reconciliation through the men's VFL program

63. Create an opportunity for an Aboriginal and Torres Strait Islander footballer to experience pre-season training with the VFL Squad

Review October 2019, 2020, 2021

General Manager Football  
Manager VFL Programs

64. Participate in Community Sports Equipment Donations Program

Review October 2019, 2020, 2021

Aboriginal and Torres Strait Islander Programs Manager + Director of Community + Engagement Manager

65. Increase involvement in schools and community programs

Review December 2019,2020,2021

Academy + Community Managers + Aboriginal and Torres Strait Islander Programs Manager

66. Explore the opportunity to wear Aboriginal and Torres Strait Islander guernseys for additional rounds outside of the Sir Doug Nicholls round each year

Review June 2019, 2020, 2021

Aboriginal and Torres Strait Islander Programs Manager + Senior Graphic Designer + Brand Executive

67. Continue to support staff and athletes to undertake cultural awareness training programs on a regular basis and part of their induction program

Review October 2019, 2020, 2021

VFL Football Department Manager + Aboriginal and Torres Strait Islander Programs Manager

**13** Women's Football (AFLW & VFLW) will continue to work with the community programs and Barrowarn to ensure their positive involvement with the Aboriginal and Torres Strait Islander community.

68. Participate in community engagement opportunities with Aboriginal and Torres Strait Islander communities, schools etc.

Review October 2019,2020,2021

GM Women's Sport + Community Programs Manager + AFL diversity unit + GM Partnerships

69. Consider employment opportunities for Aboriginal and Torres Strait Islander employment within the AFLW/VFLW for Aboriginal and Torres Strait Islander community members

Review October 2019,2020,2021

GM Women's Sport + Aboriginal and Torres Strait Islander Programs Manager + Learning and Development Manager

**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**13** Women's football (AFLW & VFLW) will continue to work with the community programs and Barrowarn to ensure their positive involvement with the Aboriginal and Torres Strait Islander community.  
*Continued*

70. All staff and players to undertake cultural awareness training

June 2019,2022,2021

Aboriginal and Torres Strait Islander Programs Manager + HR

71. Be proactive in potential recruiting opportunities of Aboriginal and Torres Strait Islander players

June 2019,2020,2021

Aboriginal and Torres Strait Islander Programs Manager + Director of Community

72. Develop opportunities for sporting/coaching sessions for Aboriginal and Torres Strait Islander community members

Review October 2019,2020,2020

Aboriginal and Torres Strait Islander Programs Manager + Director of Community + GM Football/Netball

73. Women's sport representative on RAP Working Group

Review October 2019,2020,2021

General Manager Women's Sport + GM HR

**14** Collingwood's netball department are committed to working with the Barrowarn program to deliver sports clinics and pathways programs

74. Staff and players are committed to undertake cultural awareness training

Review July 2019, 2020,2021

Executive Team + GM HR + Aboriginal and Torres Strait Islander Programs Manager

75. Deliver an annual netball clinic at the Holden Centre for Aboriginal and Torres Strait Islander children/youth

Review October 2019,2020,2021

Aboriginal and Torres Strait Islander Programs Manager + GM Women's Sport

76. Participate in community engagement opportunities such as state-wide Aboriginal and Torres Strait Islander football and netball carnivals and all ages events.

Review February 2019, 2020,2021

GM Football + GM Netball + Manager Pathways Programs + Community Engagement Manager

77. Netball team to wear Aboriginal and Torres Strait Islander designed netball dresses (matching the AFL team guernseys) during Netball Australia's Aboriginal and Torres Strait Islander round for SSN

July 2019,2020,2021

Aboriginal and Torres Strait Islander Programs Manager + GM Women's Sport



*A message to be proud of on Collingwood's banner,  
Sir Doug Nicholls round at the MCG on June 3, 2018*





## OPPORTUNITIES

At Collingwood, we believe in equality and the opportunity to involve Aboriginal and Torres Strait Islander Australians as part of our core business, which includes employment and procurement. Collingwood believe that a big part of creating sustainability includes the ability to engage Aboriginal and Torres Strait Islander individuals and businesses.

**Focus Area:** Employment, Procurement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>15</b> Increase Aboriginal and Torres Strait Islander recruitment and retention opportunities within our organisation	78. Advertise all job vacancies in Aboriginal and Torres Strait Islander media and through Aboriginal and Torres Strait Islander networks	December 2019,2020,2021	Aboriginal and Torres Strait Islander Program Manager + CEO GM HR
	79. Develop more traineeships/employment opportunities	July 2019,2020,2021	Aboriginal and Torres Strait Islander Programs Manager
	80. Increase the employment target to 5% of Aboriginal and Torres Strait Islander staff in non- identified roles across the business	August 2019,2020,2021	Aboriginal and Torres Strait Islander Program Manager + CEO GM HR
	81. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	Review November 2019,2020,2021	GM HR + CEO





Dardi Munwurro Program launch, 2017  
Glasshouse at The Holden Centre

**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**15** Increase Aboriginal and Torres Strait Islander recruitment and retention opportunities within our organisation. **Continued**

82. Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional strategy document

February 2020

CEO + Director of Community + GM HR

83. Review HR and recruitment policies and procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our work place

Review October 2019,2020,2021

GM HR + CEO  
+ Aboriginal and Torres Strait Islander Programs Manager

84. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.

January 2020

General Manager Football  
+ Academy Programs Manager

85. The Aboriginal and Torres Strait Islander Programs Manager, to be part of the executive

Review October 2019

Aboriginal and Torres Strait Islander Programs Manager

86. Recruit and retain Aboriginal and Torres Strait Islander staff members who will assist in growing the clubs Aboriginal and Torres Strait Islander programs

January 2020

Aboriginal and Torres Strait Islander Programs Manager

**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**16** Promote employment opportunities through the Aboriginal and Torres Strait Islander community partners

87. Include wording of “Aboriginal and Torres Strait Islander people are encouraged to apply “on all job advertisements

January 2020

GM HR + GM Football + CEO

88. Investigate the creation of an Aboriginal and Torres Strait Islander player welfare role, as additional support in the retention of Aboriginal and Torres Strait Islander players

January 2020

Aboriginal and Torres Strait Islander Programs Manager + Partnerships Team Leader

89. Send out partner vacancies to Aboriginal and Torres Strait Islander networks

July 2019

GM HR  
+ Aboriginal and Torres Strait Islander Programs Manager

90. Promote partner opportunities to Aboriginal and Torres Strait Islander communities

November 2019

Aboriginal and Torres Strait Islander Programs Manager + Partnerships Team Leader

91. Collaborate with partners to develop football pathway employment opportunities

November 2019

GM Football + Next Generation Academy Manager

**17** Support the career development of Aboriginal and Torres Strait Islander young people and professionals

92. Implement an AFL Aboriginal and Torres Strait Islander staff peer network supporting each other

February 2020  
Review March 2020

Aboriginal and Torres Strait Islander Programs Manager

93. Continue to support Aboriginal and Torres Strait Islander members of the Collingwood Board of Directors

Review February, December 2020, 2021

CEO + Club President

94. Support Aboriginal and Torres Strait Islander leadership opportunities within the club

February 2019

GM HR  
+ Aboriginal and Torres Strait Islander Programs Manager



**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**18** Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

95. Investigate opportunities to increase Aboriginal and Torres Strait Islander representation on our board

December 2019

CEO + Club President

96. Investigate coaching opportunities for Aboriginal and Torres Strait Islander people, with specific consideration to current day players

June 2019,2020,2021

GM Football, GM Women's Sport

97. Encourage Aboriginal and Torres Strait Islander players to be engaged in the Barrawarn Program, especially where partnership opportunities exist

June 2020,2021

GM HR + Partnerships  
+ Aboriginal and Torres Strait Islander Programs Manager

98. Explore opportunities with Monash University to develop opportunities in relation to Aboriginal and Torres Strait Islander scholarships or internship programs

June 2020

GM HR  
+ Aboriginal and Torres Strait Islander Programs Manager

99. Develop an Aboriginal and Torres Strait Islander procurement strategy

September, October, December 2019

Aboriginal and Torres Strait Islander Programs Manager + CEO + Chief Financial Officer + Finance Manager

100. Commit to a procurement target of 2% from Aboriginal and Torres Strait Islander business

January 2020

Aboriginal and Torres Strait Islander Programs Manager + Procurement Manager

101. Investigate *Supply Nation* (Indigenous supplier database) membership

February 2020,2021

Aboriginal and Torres Strait Islander Programs Manager + GM HR

102. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through *Supply Nation* or equivalent organisation

February 2020,2021

Aboriginal and Torres Strait Islander Programs Manager + GM HR + Director of Community

103. Consider *Kinnaway* for procurement opportunities

February 2020,2021

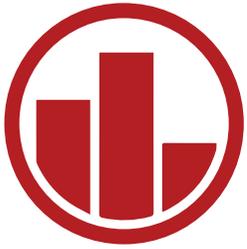
Aboriginal and Torres Strait Islander Programs Manager

**19** Participate in Aboriginal and Torres Strait Islander sporting carnivals, promoting our RAP and its objectives

104. Work with football and Women's Sport departments to develop a plan of player availability to attend and run clinics

February 2020,2021

GM Football, GM Women's Sport



## GOVERNANCE, TRACKING & REPORTING

A measure of our commitment and efforts to achieve the plan set out in this document. Collingwood will strive to learn and grow as an organisation and honestly report our findings, with the hope that we will again take another step toward reconciliation within our community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>20</b> Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	105. Complete and submit the RAP Impact Measurement questionnaire to Reconciliation Australia.	September 2019,2020,2021	Aboriginal and Torres Strait Islander Program Manager
	106. Develop and implement systems and capability needs to track, measure and report on RAP activities.	July 2019,2020,2021	Aboriginal and Torres Strait Islander Programs Manager
	107. Investigate opportunities to measure the impact of RAP activities.	December 2019,2020,2021	Aboriginal and Torres Strait Islander Program Manager
	108. Report publicly and internally our RAP achievements and learnings	November 2019,2020,2021	Aboriginal and Torres Strait Islander Program Manager + Media Manager
	109. 12 month report to Reconciliation Australia	September 2019,2020,2021	Aboriginal and Torres Strait Islander Program Manager
	110. Investigate participation in Workplace RAP Barometer	May 2020	Aboriginal and Torres Strait Islander Program Manager





**ACTION**

**DELIVERABLE**

**TIMELINE**

**RESPONSIBILITY**

**21** Review, refresh and update RAP

111. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements

May 2021

Aboriginal and Torres Strait Islander Program Manager

112. Send draft RAP to Reconciliation Australia for feedback

July 2021

Aboriginal and Torres Strait Islander Programs Manager

113. Submit draft version of revised RAP to Reconciliation Australia for formal endorsement

December 2021

Aboriginal and Torres Strait Islander Program Manager

**22** Additional reporting

114. RAP document and achievements to be reviewed on an annual basis

December 2019,2020,2021

Aboriginal and Torres Strait Islander Program Manager

115. Quarterly reporting to the Collingwood Board and the Collingwood Foundation Board

November 2019, 2020,2021

Aboriginal and Torres Strait Islander Program Manager



### **Feathers**

Strength & Inclusion

### **Circles**

Ancestral knowledge that exists within the land

### **Yarra River**

The direction and course of the Yarra River from our old home Victoria Park to our new home at Olympic Park

### **Magpie Claw Print**

Both community and club looking forward to the future

Artwork by **Tammy Chatfield**

*Tammy Chatfield's original artwork for Collingwood Football Club's 2015-2016 'Reflect' Reconciliation Action Plan still represents core values within our club and helps us to look to the future whilst remembering our past commitments.*



RECONCILIATION  
ACTION PLAN

**STRETCH**

*Officially launched on May 30<sup>th</sup> 2019*

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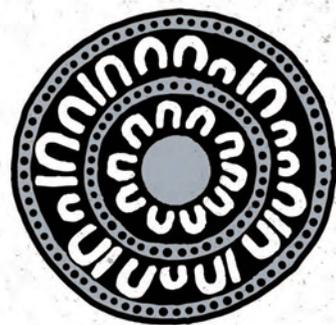


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Collingwood's Reconciliation Action Plan document  
designed and formatted by **Tom Hulse**, *Senior Graphic Designer*  
Cover created using elements of Lea-Anne Miller's original artwork



*Floreat Pica*