



GEE LONG FOOTBALL CLUB

Reconciliation Action Plan

January 2021 – January 2023



Artwork

Wadawurrung Country



This artwork represents Wadawurrung Country.

The brown feather symbolises Bunjil the Wedge-tailed eagle with the black feather symbolizing Waa the Crow both Creator Spirits of this Land.

The Gum leaves representing connection to Country & healing.

Beneath is Wurdi Youang (You Yangs) a spiritual place for Wadawurrung Traditional Owners.

Below Wurdi Youang sit both Man & Woman by the Ocean, an important food source for Traditional Owners for thousands of years.



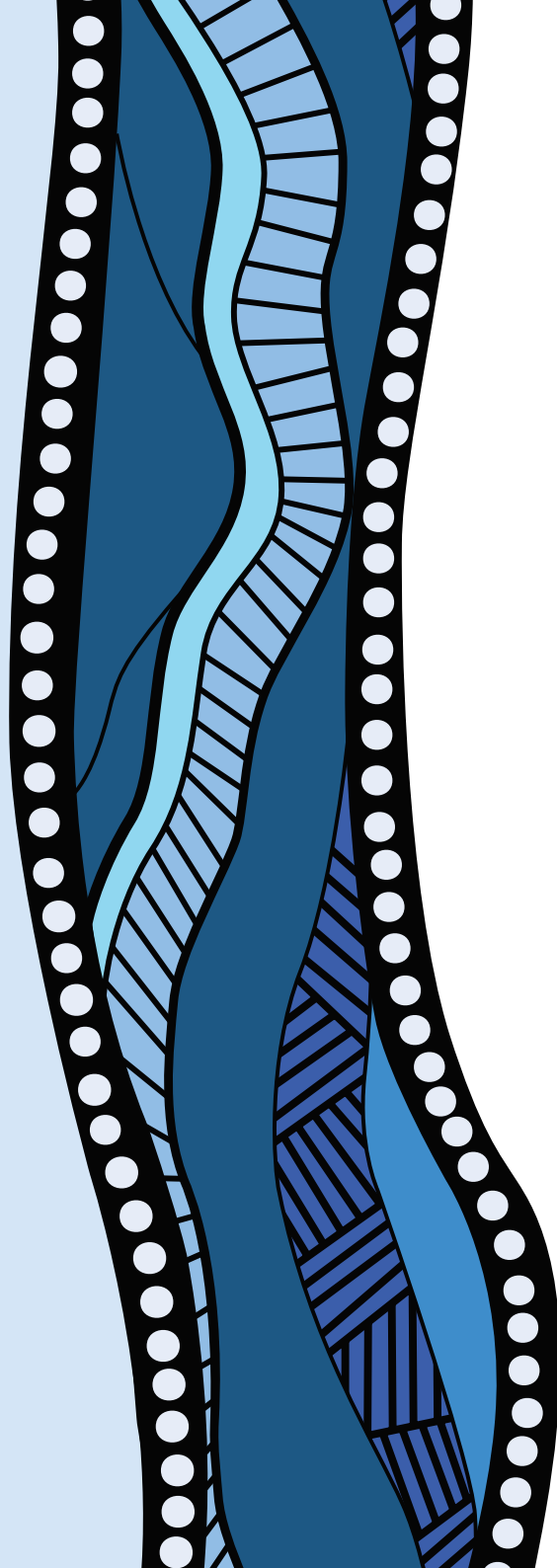
About the Artist

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 scene around four years ago with his ever-evolving Modern Aboriginal Art. He has been commissioned for numerous large scale mural projects as well as featuring on four AFL Indigenous Guernseys.

His art is a mixture of contemporary designs using traditional techniques that incorporate the Dreamtime stories of his people and of the land he was born on. He continues to tell these stories through his art. Nathan strives to push the boundaries of contemporary Aboriginal art through the use of vibrant colours which his work is becoming well known for.

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

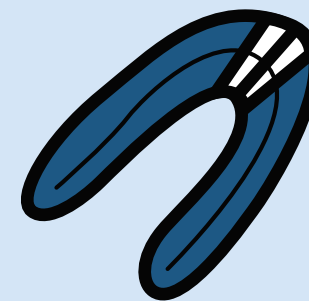


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*Deadly dancers doing a Welcome To Country
with Traditional Owner Corrina Eccles.*



Acknowledgement **OF COUNTRY**

*We are Geelong and we come from Kardinia Park.
Today we acknowledge the Traditional Owners of the land,
the Wadawurrung people and pay respects to their Elders
past, present and emerging. We are one people united in
our love of the game of AFL. We recognise and value all
cultural backgrounds but also appreciate the special place
and connection that Aboriginal and Torres Strait Islander
peoples have in the history of our nation and the creation
of our great game of Australian football. We recognise their
ongoing contributions and pay our respects to all Elders
past, present and emerging.*

Message from our **President and Chief Executive**



The Geelong Football Club understands the leadership role that we play in the community. This enables the club to take a key position on many social justice issues. We take this responsibility very seriously. We knew from the outset that before we could influence others we firstly had to reflect on our beliefs, values, actions and business practices within our club.

As a result, our inaugural Reconciliation Action Plan was launched in 2013 and since then we have covered a lot of territory! By setting clear targets, having structured meetings and by holding ourselves accountable we have learnt and improved our own practices; and become better citizens as a result.

We aim to be a positive influence on reconciliation by role modelling how Aboriginal and Torres Strait Islander people are treated and respected within our community. Our actions and efforts to build reconciliation is gaining momentum. By calling out racial vilification, celebrating Aboriginal and Torres Strait Islander cultures, and of course by applauding on-field achievement; we can shape greater and influence positive change.

We will continue through our players, our programs and our people, to strengthen our relationships with Aboriginal and Torres Strait Islander communities. This journey will continue forever, and we are constantly learning and evolving. We are committed to ensure our words result in action. The Geelong Football Club is proud to present the third edition of our Reconciliation Action Plan.

Craig Drummond
Geelong Football Club President

Brian Cook
Geelong Football Club Chief Executive



Foreword by Corrina Eccles

As a Wadawurrung Traditional Owner and Wathaurong community person, I have been privileged to establish a relationship with the Geelong Football Club and have continued involvement with the delivery of programs, activities, cultural learnings and building relationships with players, staff and community.

I would particularly like to acknowledge the commitment and passion of the club's previous contributors for their cultural passion and advocacy which influenced and led the way for the Cats to develop their first RAP. The subsequent RAPs now provide a direction for the current playing group and staff to continue to establish relationships and understanding of Aboriginal culture, people and community.

The Geelong Football Club has shown commitment to building respectful relationships with the community, Aboriginal organisations and professionals. This has shown growth in engagement, participation, understanding of Aboriginal culture, health, education and spirituality. It is critical to continue to walk a respectful journey together being guided by a Reconciliation Action Plan that aims on being committed to delivering opportunities of engagement for positive outcomes, support and change for the Aboriginal community.

Our community and young people have valued the opportunities to participate in many programs and activities that have created individual strength in their identity, pride, education, connection to culture, and emotional and social wellbeing.



It is exciting to be able to continue the involvement and work towards new initiatives to continue ongoing engagement and provide opportunities to the Aboriginal community and influence the wider communities understanding of Aboriginal peoples culture, stories and history.

Yan yaneeken-weeeeyt ngal-ngal-la
Bengadak Djilang, Ngala bengordingadak
Gobata Wadawurrung Dja

Walk the journey to reconcile
We are Geelong, we are in this together
Take care on Wadawurrung Country

Gobata
Corrina Eccles

Message from Reconciliation Australia



Reconciliation Australia commends the Geelong Football Club on the formal endorsement of its first Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Geelong Football Club continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Geelong Football Club will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Geelong Football Club using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Geelong

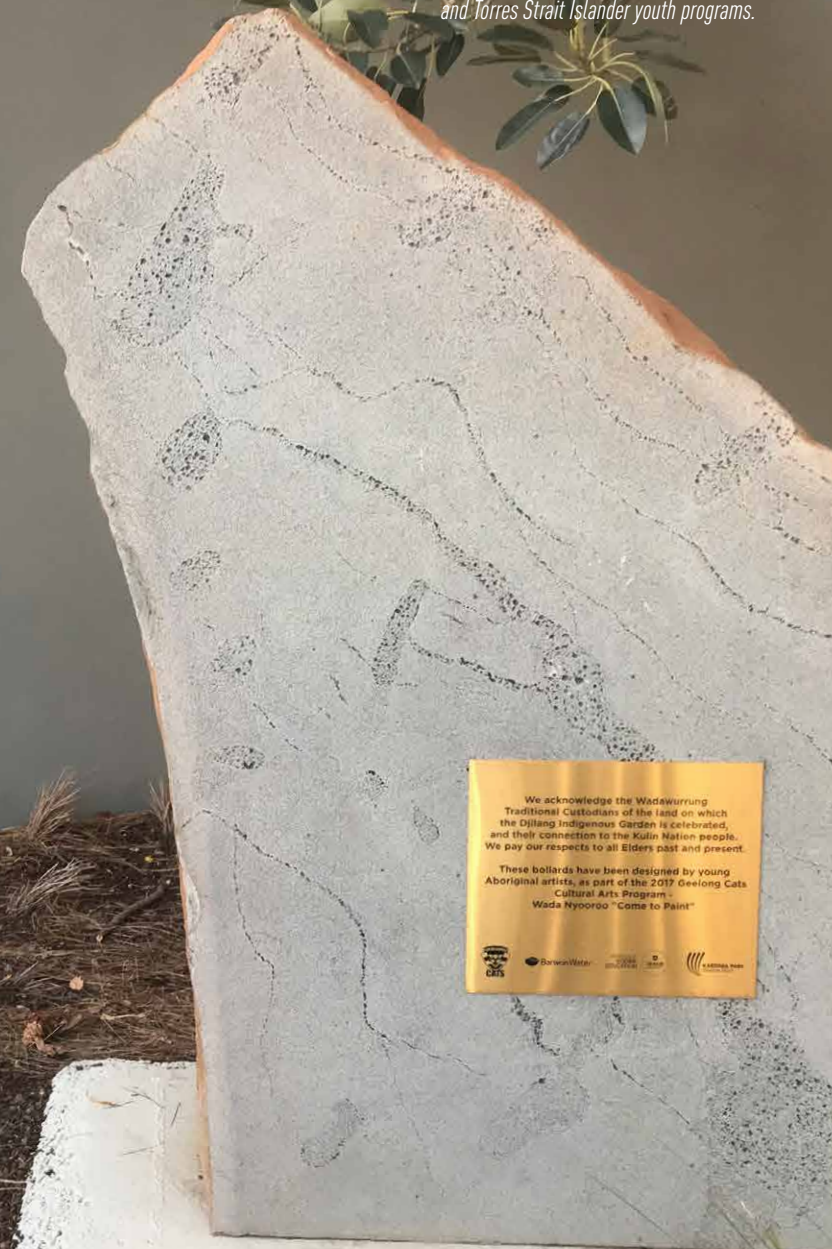
Football Club to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Geelong Football Club will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Geelong Football Club's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Geelong Football Club on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer Reconciliation Australia

Djilang Indigenous garden designed by young Aboriginal artists in our Aboriginal and Torres Strait Islander youth programs.





Our vision for **Reconciliation**

The Geelong Football Club is committed to contributing to Australia's reconciliation journey. We recognise and value the special place that Aboriginal and Torres Strait Islander people have in the history of our nation and our game.

We know that, through our standing in the Geelong community through sport, we have a strong voice to lead, continue to educate and raise awareness and inform our staff, players, members, fans, sponsors and the wider community about reconciliation and what it means for each of us. We commit to showing strong community leadership.

Our vision is to ensure our club reflects a culture that is shared and proudly embraced by all people, including Aboriginal and Torres Strait Islander people and non- Aboriginal and Torres Strait Islander people.

The Geelong Football Club will create opportunities, both on and off the field, for Aboriginal and Torres Strait Islander people and ensure that our intentions translate into meaningful action and positive outcomes.

While the club is proud of its past support for Aboriginal and Torres Strait Islander people, we are always looking to build upon this legacy to create new pathways at every level of our club.

Our Business

The Geelong Football Club is the second oldest continuously existing club at an elite level of any code in the world. Established in Geelong in 1859, the club has gone on to enjoy great success both on and off the field. With a strong vision to be the greatest team of all; a club people can be proud of because of how we play the game, live our values, conduct business and engage with the community.

With 160 years of history, we are proud to have strong, generational links and reach through our membership and fan engagement. Our primary supporter base resides within Victoria with over 80% of our members living in the Geelong, metro Melbourne, and country Victoria zones. Our national reach is evident with 10,000 interstate members from all states of Australia as well as 500 international members.

Being the digital age, our social channels are critical to our ability to engage and share with the widest possible audience. Collectively, our social media platforms are fast approaching 500,000 followers, a sign of the global reach of the club.

The club is based in Geelong at Kardinia Park. The name Geelong is derived from the Wadawurrung word “Djilang” meaning tongue of the land. Kardinia also is derived from the Wadawurrung word “Kardiniyoo” meaning sunrise. We have over 900 staff, players and

volunteers at our Club. Just under 1% of these staff and 10% of our 2020 playing list identify as Aboriginal and/or Torres Strait Islander. As well as on field performance, the club provides a range of services and support for the greater Geelong community including hospitality, events, marketing, health and wellbeing facilities, community development, pathway and inclusion programs.

An example of our community engagement is the delivery of the “Djilang program”, working closely with the local Aboriginal community. Bringing together Aboriginal & Torres Strait Islander young people from across the Barwon South West region with our Cats’ Aboriginal players to explore and celebrate their shared histories, cultures and connections both on and off the field.

We strongly value our relationship with Wadawurrung Traditional Owners Aboriginal Corporation to represent Wadawurrung Traditional Owners and Wathaurong Aboriginal Co-operative representing the Aboriginal & Torres Strait Islander community in the region as we continue on this RAP journey. We are also committed to continuing to work with the East Arnhem Land communities in making a positive contribution and growing participation in the local community.

Respectful

Precision

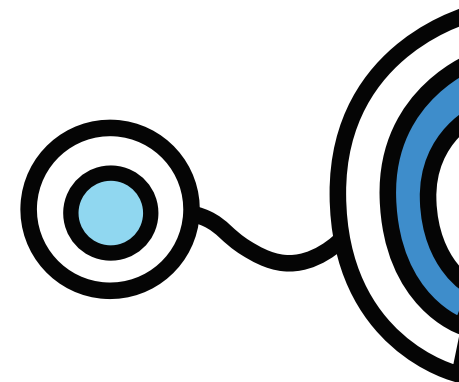
Adventurous

Conviction

United

Commercial & Considered

Integrity



Our RAP

OUR COMMITMENT TO RECONCILIATION

The Geelong Football Club's third Reconciliation Action Plan (RAP) aims to build upon and strengthen our commitment to recognising, supporting and welcoming Aboriginal and Torres Strait Islander people into our club.

The RAP has previously assisted in identifying what is needed from a community perspective and aligning this with our clubs values and actions. By continuing to review and work on the RAP in this manner, it continues to create stronger relationships between the GFC and the Aboriginal and Torres Strait Islander community, which in turn makes us a stronger and inclusive club.

From a cultural perspective all the decisions that the club make are always in partnership with Wadawurrung Traditional Owner Aboriginal Corporation as the Registered Aboriginal Party, with the statutory authority for the management of Aboriginal heritage values and cultures, under the Victorian Aboriginal Heritage Act, 2006. All other initiatives that the club undertakes are in consultation with the RAP working group.

Our RAP has been developed with help and insights from both internal and external stakeholders represented on the club's RAP working group. To achieve greater impact, connection and valued outcomes for the community.

The Geelong Cats RAP Working Group includes a range of cultural backgrounds including members of the Wadawurrung Traditional Owners Aboriginal Corporation and other community groups;

Tracy Gilligan - *GM People & Culture*
Mathew Stokes - *People & Engagement Manager*
Mary Kincaid - *Executive Assistant*
Stacey Oates - *Media & PR Manager*
Sarah Albon - *GM Community*
Tom Peeters - *Marketing & Content Manager*
Jessica O'Connor - *Graphic Designer*
Corrina Eccles - *Wadawurrung Traditional Owners Aboriginal Corporation*
Shane Bell - *Western Region Community Member*
Mick Ryan - *Wathaurong Community Member*

Implementing the RAP is a shared commitment across all of areas of the business. Our General Manager - People and Culture will take the lead as a champion and ambassador for reconciliation. They will assist in the delivery of the club's actions with the ongoing support and guidance of the RAP working group.

We strive to provide employment opportunities and pathways within our club for Aboriginal and Torres Strait Islander people, and continuously work to ensure everyone connected to our club understands and supports our journey towards reconciliation and harmony. Our club has the power to raise awareness of the diversity and rich cultural history of Our First Nations peoples both locally and nationally, setting an example for all organisations to follow.





Pictured: Norm Stanley

Our Reconciliation Journey



1872

Albert "Pompey" Austin is acknowledged as being the first Aboriginal Australian to play in an organised Australian Rules football game. He played his first game with the Geelong Football Club against reigning premiers Carlton.

1962

Graham "Polly" Farmer also played his first game in the blue and white hoops against the Carlton Football Club.



Courtesy Bob Gartland Collection

1973

Graham "Polly" Farmer became the first Aboriginal man to coach Australian Rules football at the elite level.



Courtesy Bob Gartland Collection

1963

"Polly" was the first Aboriginal player to win a Premiership flag with the Cats.



2006

The signing of Nathan Djerrkura led to a series of trips by the Cats staff and players to visit Nathan's hometown of Yirrkala in East Arnhem Land to better understand the Aboriginal culture.



2012

Commitment to Deadly Choices with the development of resources as part of the "Close the Gap" program.

2007

The Geelong Football Club begin a formal partnership program in East Arnhem Land funded by the Federal Government.



2013

The club commits to its first RAP and flies the Aboriginal & Torres Strait Islander flags for the first time at Kardinia Park.



2014

Inaugural Indigenous guernsey designed by Mathew Stokes and BJ O'Toole.

Mathews Stokes appointed as the club's Aboriginal Liaison Officer.

Club extends its commitment through a two year stretch RAP.



2016

The club commences its new three year action plan and commits to key outcomes of respect, building relationships and fostering opportunities for our Nation's First People.



2017

Launch of the Djilang Indigenous Garden, which houses bollards designed by young Aboriginal artists. This was installed at the front of the Charles Brownlow Stand at the stadium.

2019

All staff attended cultural awareness training delivered by Leon Egan.

"I have been extremely fortunate to share and facilitate my Indigenous Cultural Awareness Training Program to in excess of 150 staff and players over the last 18 months. Geelong Football Club are outstanding ambassadors for true Reconciliation."

Leon Egan



2020

Geelong and Hawthorn joined in a pre-game gesture to show their support for the Black Lives Matter movement.

2015

In consultation with community the Djilang program was founded.

2016

The club's second Indigenous guernsey designed by Nathan Djerrkura.



2017

The release of the club's third Indigenous guernsey designed by Nathan Patterson.



2018

Local cultural awareness tours where staff visited local sites across the Geelong region led by Traditional Owner Corrina Eccles.

2020

Stephanie Williams our first Aboriginal woman drafted to the AFLW team.





2019 Indigenous guernsey

Designed by Quinton Narkle
Proud Noongar man and Geelong player

"It's a great honour to have been asked to design of the club's Indigenous guernsey."

"I wanted the design to represent all seven Indigenous players while recognising their individual language groups."

"The guernsey includes Bunjil, the eagle, the creator of the Wadawurrung and Kulin nations."

"The Giant Trevally represents our connection with the Arnhem Land region and the snake-like pattern throughout the whole jumper symbolises the rainbow serpent which is the creator of my own region."

As a sign of respect for Polly Farmer, his famous number 5 appears on the front and back of the guernsey.
A tribute to him and all he has done for the Geelong Football Club and Aboriginal and Torres Strait Islander players.

*Our Aboriginal and Torres Strait Islander
players wearing the 2019 Indigenous
guernsey designed by player Quinton Narkle*



Case Study

Mathew Stokes

Mathew Stokes' journey

Born in Darwin, Mathew Stokes is a Larrakia man who moved to Adelaide at the age of 15 to pursue football with the dream to be drafted by an AFL club.

That dream became a reality when the Geelong Football Club selected him at pick 61 in the 2005 AFL draft.

Stokes went on to become a Premiership player (2007, 2011), playing 189 games in the blue and white hoops over 10 seasons with the club.

His football accolades speak for themselves, but so too does his commitment and appreciation for his Aboriginal heritage.



His strong connection to culture, and thirst to immerse himself in the local community saw him begin coaching a local Aboriginal basketball team in his early years in Geelong.

Stokes was part of the club's first trip to East Arnhem Land in the Northern Territory at the end of 2006 alongside a number of teammates and club staff including Nathan Djerrkura, Joel Selwood and Brian Cook.

In 2013, Stokes began working part-time as an Aboriginal liaison officer within the club's community team.

He has worked with Wadawurrung Traditional Owner and Wathaurong community member Corrina Eccles and the Wathaurong Co-operative for many years. His ongoing commitment to mentoring and supporting young people in the region and leading his fellow Indigenous teammates is a testament to his character.

After a year of football at Essendon, Stokes hung up the football boots at the end of 2016.

Upon retirement, he began work at AFL House as their Indigenous Engagement Manager, a role he held until December 2018.

Stokes then made the decision to return home to Geelong and accepted a role as the club's People & Engagement Manager.

Case Study

Djilang Program

Community connection through the Djilang Program and Match

Since its inception in 2012, the Djilang Program has engaged 265 Aboriginal and Torres Strait Islander young people providing them with connection, exploration and celebration of Aboriginal culture. The after school program is based at the Geelong Football Club and culminates in the annual Djilang Match. In the past seven years over 230,000 people have attended the Djilang match and over 4.5 million in TV audiences.

“I know that they have all walked away with having stronger understanding of health and education as well as being more connected with other Aboriginal children which strengthens their cultural identity and pride.”

Corrina Eccles
Wadawurrung Woman

The club has spent several years developing strong relationships and partnerships with local Aboriginal community members and organisations to ensure that the program links cultural identity as it's fundamental to Aboriginal and Torres Strait Islander health and social and emotional wellbeing. Over the past four years the program has been well supported by Barwon Water.

In our seventh year of the program, 2019 saw a focus on connection to culture through language to coincide and recognise the United Nations theme 'The year of Indigenous languages'. 40 young people on Wadawurrung country, across the Geelong region

including the Wathaurong Kids Club, the Strong Brother Strong Sister and Koorie Youth Club came together with Cats players to create art with a focus on Wadawurrung language. Working with Wadawurrung woman Corrina Eccles and renowned Aboriginal artist Nathan Patterson, the Cats provided a cultural connection program with an art and language-based focus.

The Djilang matches key theme was 'bengadak Djilang' the Wadawurrung words translating to 'we are Geelong'. Promotion of the local language was highlighted on the banner, signage around the ground and the super screen. There was a formal Welcome to Country, pre-game performance by the Deadly Dancers, half time Auskick and grid games played by 40 Aboriginal children from across the Barwon South West region, on-field guard of honour and the players wearing the guernsey designed by Quinton Narkle. With 150 Aboriginal young people participating on the day, 30,000 in attendance and 336,837 TV audience the reach and impact of the program continues to provide a public platform to raise awareness and cultural connection to the wider community.

“We need to pass this culture down because these kids here probably don't realise it now but they're the leaders of tomorrow.”

Mathew Stokes
People & Engagement Manager and past player





A team of Cats players and staff including Mathew Stokes and AFLW player Georgia Clarke visit GanGan, a homelands community in East Arnhem Land.



RELATIONSHIPS

Fostering and maintaining lasting relationships with Aboriginal and Torres Strait Islander communities is the essence of the Geelong Football Club vision for reconciliation and harmony. The club is constantly striving to strengthen cross-cultural understanding thus enabling meaningful and trusting relationships to flourish.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	<i>January, April, June and October Annually</i>	<i>People and Engagement Manager</i>
	2. Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	<i>May 2021</i>	<i>People and Engagement Manager</i>
	3. In collaboration with our Aboriginal and Torres Strait Islander stakeholders, deliver the Club's Djilang Program focused on children and youth cultural connection.	<i>June Annually</i>	<i>GM - Community</i>
	4. Provide football development for young Aboriginal and Torres Strait Islander people through the delivery of our Next Generation Academy program.	<i>June Annually</i>	<i>Talent ID Manager</i>
2. Build relationships through celebrating National Reconciliation Week (NRW).	5. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. In addition, we will promote resources via our social media platforms to fans, members and stakeholders.	<i>27 May- 3 June Annually</i>	<i>People and Engagement Manager</i>
	6. RAP Working Group members to participate in an external NRW event.	<i>27 May- 3 June Annually</i>	<i>GM – People and Culture</i>
	7. Encourage and support all staff to participate in at least one external event to recognise and celebrate NRW.	<i>27 May- 3 June Annually</i>	<i>Chief Executive</i>
	8. Organise at least one internal NRW event each year and include the details on the Club intranet.	<i>27 May- 3 June Annually</i>	<i>People and Engagement Manager</i>
	9. Register all our NRW events on Reconciliation Australia's NRW website .	<i>27 May- 3 June Annually</i>	<i>People and Engagement Manager</i>
3. Promote reconciliation through our sphere of influence.	10. Build a new internal and external communications strategy to positively influence our stakeholders and staff to drive reconciliation outcomes.	<i>May 2021</i>	<i>Marketing and Content Manager</i>
	11. Communicate our commitment to reconciliation publicly	<i>February Annually</i>	<i>Marketing and Content Manager</i>
	12. Publicly support at least one national campaign annually in support of Reconciliation Australia priorities.	<i>June Annually</i>	<i>People and Engagement Manager</i>
	13. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	<i>October Annually</i>	<i>GM – Community and Chief Commercial Officer</i>
	14. Collaborate with two RAP and other like-minded organisations to implement ways to advance reconciliation, including Club commercial partners.	<i>February 2022</i>	<i>Diversity and Inclusion Manager and Chief Commercial Officer</i>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	15. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	<i>February Annually</i>	<i>GM – People and Culture</i>
	16. Develop, implement and communicate an anti-discrimination policy for our organisation.	<i>November 2021</i>	<i>GM – People and Culture</i>
	17. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	<i>November 2021</i>	<i>GM – People and Culture</i>
	18. Educate senior leaders and all staff on the effects of racism.	<i>July Annually</i>	<i>Chief Executive</i>
	19. Collaborate with the AFL, other clubs and/or sports to regularly review anti-discrimination dialogue and behaviours and respond accordingly.	<i>February Annually</i>	<i>Media and PR Manager</i>
5. Host and celebrate Aboriginal and Torres Strait Islander cultures during the AFL Sir Doug Nicholls Round, AFLW round or any other rounds	20. Establish a plan for implementation of Round Initiatives to be endorsed by RAP Working Group.	<i>February Annually</i>	<i>People and Engagement Manager</i>
	21. Actively engage Aboriginal and Torres Strait Islander people and current players in the design and story of the Aboriginal and Torres Strait Islander guernsey's to be worn during the appropriate rounds. A new guernsey to be designed every second year.	<i>February 2021 February 2022</i>	<i>GM – People and Culture</i>
	22. Ensure our AFL Men and Women Players have an Aboriginal and Torres Strait Islander guernsey.	<i>February 2021 February 2022</i>	<i>Retail Manager</i>



Nakia Cockatoo poses for a photo beside the iconic Polly Farmer mural which was launched during the 2018 Sir Doug Nicholls Round



RESPECT

As a sporting club, our values are held dear. The value of respect is imperative to the Traditional Owners and Original Custodians of the land and waterways and in welcoming and supporting Aboriginal and Torres Strait Islander communities. Our club takes pride in ensuring all practices are underpinned by an equal level of appreciation for all.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	23. Ensure all new staff and players are provided with an induction that includes cultural education of the Wadawurrung Country and its people on which the Club office is located.	<i>March 2021</i>	<i>GM – People and Culture</i>
	24. Develop and implement and review a cultural learning strategy for our staff. <ul style="list-style-type: none"> Conduct a review of cultural learning needs within our Club. Consult with both Wadawurrung Traditional Owners Aboriginal Corporation and Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. Commit all RAP Working Group members, Executive Leadership team, managers and all new staff to undertake formal and structured cultural learning. 100% all staff undertake formal and structured cultural learning 	<i>March 2021</i> <i>February 2021</i> <i>February 2021</i> <i>October 2021</i> <i>October 2022</i>	<i>GM – People and Culture</i>
	25. Provide immersion opportunities annually to North East Arnhem Land for two staff members to apply for to connect with Aboriginal and Torres Strait Islander cultures. Flights/accommodation fully funded and available to any staff member to apply.	<i>January Annually</i>	<i>GM – People and Culture</i>
	26. One Club executive meeting annually held on Country.	<i>November Annually</i>	<i>Chief Executive</i>
	27. Display Aboriginal and Torres Strait Islander flags at the Club stadium.	<i>April 2021</i>	<i>Facilities Manager</i>
	28. Share copies of the AFLPA Indigenous Players Map showing Club player background.	<i>April Annually</i>	<i>People and Engagement Manager</i>
	29. Deliver Club Healthy Heroes program to increase positive outcomes for Aboriginal and Torres Strait Islander youth in North East Arnhem Land.	<i>February 2022</i>	<i>GM - Community</i>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	30. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<i>May 2021</i>	<i>People and Engagement Manager</i>
	31. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	<i>May 2021</i>	<i>People and Engagement Manager</i>
	32. Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events (minimum of 3 events) each year. This will include a Traditional Owner to provide a Welcome to Country for the first AFL and AFLW home match. The Traditional Owner is to come from Wadawurrung Traditional Owners Aboriginal Corporation who have the cultural and legislated authority to conduct such ceremonies.	<i>April Annually</i>	<i>Customer Experience Manager</i>
	33. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	<i>January 2021</i>	<i>Chief Executive</i>
	34. Display Acknowledgment of Country plaque at Club facilities.	<i>April 2021</i>	<i>Facilities Manager</i>
	35. Invite a Traditional Owner from Wadawurrung Traditional Owners Aboriginal Corporation to provide a Welcome to Country for the AFL and AFLW Home first match at the Club stadium.	<i>April Annually</i>	<i>Customer Engagement Manager</i>
	36. Ensure all subsequent home matches have a video Welcome to Country video produced in consultation with Traditional Owners.	<i>April Annually</i>	<i>Marketing and Content Manager</i>
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	37. RAP Working Group to participate in an external NAIDOC Week event.	<i>First week in July, Annually</i>	<i>GM – People and Culture</i>
	38. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	<i>June Annually</i>	<i>GM – People and Culture</i>
	39. Promote and encourage participation in external NAIDOC events to all staff.	<i>First week in July, Annually</i>	<i>People and Engagement Manager</i>



Cats VFLW leaders travel to East Arnhem Land to visit Evelyn Dhamarrandji's home town



OPPORTUNITIES

Providing equal opportunity is highly important in order to create an environment of diversity and acceptance amongst Aboriginal and Torres Strait Islander communities. It is also crucial to create opportunities for stakeholders to gain knowledge and understanding of these diverse cultures and backgrounds that make up our club.



Gary Malarkey training at Kardinia Park, May 1 1980.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	40. Launch formal internship program with AFL Sportsready.	<i>July 2021</i>	<i>GM - People and Culture</i>
	41. Engage with Aboriginal and Torres Strait Islander stakeholders and staff to consult on our recruitment, retention and professional development strategy.	<i>July 2021</i>	<i>GM - People and Culture</i>
	42. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	<i>August 2021</i>	<i>GM - People and Culture</i>
	43. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	<i>July 2021</i>	<i>GM - People and Culture</i>
	44. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	<i>July 2021</i>	<i>GM - People and Culture</i>
	45. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	<i>July 2021</i>	<i>GM - People and Culture</i>
	46. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	<i>September 2021</i>	<i>People and Culture Manager</i>
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	47. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	<i>December 2021</i>	<i>Chief Financial Officer</i>
	48. Investigate Supply Nation membership.	<i>December 2021</i>	<i>People and Engagement Manager</i>
	49. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	<i>December 2021</i>	<i>People and Engagement Manager</i>
	50. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	<i>December 2021</i>	<i>Chief Financial Officer</i>
	51. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	<i>October 2021</i>	<i>Chief Commercial Officer</i>
11. Develop strategies for supporting past, present and future Aboriginal and Torres Strait Islander players	52. Utilise AFL Player Association Industry Best Practice Guidelines to support Aboriginal and Torres Strait Islander players	<i>December 2021</i>	<i>Player Development Manager</i>
	53. Conduct a formal Welcome to Country for all first-year players and families upon arrival at the Club (part of onboarding process) in the Players Garden at Club stadium.	<i>March 2021</i>	<i>Player Development Manager</i>



Cats players walk to the Aboriginal and Torres Strait Islander themed banner during the Djilang match at GMHBA Stadium on May 26, 2018



GOVERNANCE

The Geelong Football Club continually strives to deliver on our commitments and actions in partnership with the Aboriginal and Torres Strait Islander community. Tracking our progress, challenges and measuring impact will ensure our club is contributing to a just, equitable and reconciled community.



Aboriginal and Torres Strait Islander young people watch a game of basketball during the Cats visit to East Arnhem Land.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	54. Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	<i>February 2021</i>	<i>GM – People and Culture</i>
	55. Establish and apply a Terms of Reference for the RAP Working Group.	<i>February 2021</i>	<i>People and Engagement Manager</i>
	56. Meet at least four times per year to drive and monitor RAP implementation.	<i>February, April, July and November annually</i>	<i>GM – People and Culture</i>
13. Provide appropriate support for effective implementation of RAP commitments.	57. Define resource needs and ensure appropriate funding is budgeted annually for RAP recommendations.	<i>August 2021</i>	<i>People and Engagement Manager</i>
	58. Engage our senior leaders and other staff in the delivery of RAP commitments.	<i>February 2021</i>	<i>Chief Executive</i>
	59. Define and maintain appropriate systems to track, measure and report on RAP commitments.	<i>June 2021</i>	<i>People and Engagement Manager</i>
	60. Appoint and maintain an internal RAP Champion from senior management.	<i>January 2021</i>	<i>Chief Executive</i>
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	61. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<i>30 September, Annually</i>	<i>People and Engagement Manager</i>
	62. Report RAP progress to all staff and senior leaders quarterly.	<i>January, April, June and October Annually</i>	<i>People and Engagement Manager</i>
	63. Publically report our RAP achievements, challenges and learnings, annually.	<i>October Annually</i>	<i>Media and PR Manager</i>
	64. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	<i>May 2022</i>	<i>People and Engagement Manager</i>
15. Continue our reconciliation journey by developing our next RAP.	65. Register via Reconciliation Australia's website to begin developing our next RAP.	<i>June 2022</i>	<i>People and Engagement Manager</i>



Wadawurrung Traditional Owners conducting ceremony at AFLW game in Geelong. Photo cred: Sarah Eccles.



Geelong Football Club theme song in **Wadawurrung Language**

*Bengadak Djilang
Merridjig Getjawil Bengadak
Bengadak Djilang
Bengadak Mianwan Dilp-o
Bengadak Djila-tjarree Marngrook Gupma Djila-tjaree
Djilang-o Warriyt-anong
Biyaarr Djudjut Warritj Kardineeyoo Murrkal
Kardineeyoo*



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