



**AFLPA Innovate Reconciliation Action Plan  
August 2022 - August 2024**



## **ACKNOWLEDGEMENT OF COUNTRY**

**The AFL Players' Association acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.**





## A STATEMENT FROM RECONCILIATION AUSTRALIA CEO



### **Reconciliation Australia commends AFL Players' Association on the formal endorsement of its second 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's

potential for impact is greater than ever. AFL Players' Association 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 cataloging the successes and challenges of previous RAP's. Learnings gained through effort and innovation are invaluable resources that AFL Players' Association will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to AFL Players' Association 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 AFL Players' Association 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, AFL Players' Association will ensure shared and cooperative success in the long-term.

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

Congratulations AFL Players' Association on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

## A STATEMENT FROM AFL PLAYERS' ASSOCIATION CEO



### The contribution of Aboriginal and Torres Strait Islander players to Australian football is enormous and immeasurable.

While this industry has made important inroads in building awareness of Aboriginal and Torres Strait Islander cultures and issues to the forefront of Australian society, First Nations players need to be better supported and that's a responsibility all of us share.

The AFLPA's role, as the representative body for all AFL and AFLW players, past and present, is ensuring they maximise their time in the game, and the work we do starts within our own walls.

This innovative Reconciliation Action Plan builds upon the work we've done previously to better ourselves, and by extension the industry, in supporting Indigenous players.

The next step in our reconciliation journey will be one that better aligns the **relationships** the industry has with Aboriginal and Torres Strait Islander players, **respect** for Indigenous cultures among all stakeholders, and explores **opportunities** for First Peoples in the game.

Through this RAP, the AFLPA will continue to ingrain these aspects into our organisation with the goal to provide a better workplace for Indigenous members and staff, celebrate their culture and, ultimately, improve their football experience.

We're excited to take this leap in our evolution, and, through this RAP, we will ensure Aboriginal and Torres Strait Islander players are better placed for generations to come.

#### Paul Marsh

Chief Executive Officer  
AFL Players' Association



## OUR VISION

**Our vision is for a fair, just and equitable Australia, in which all members of society can thrive.**

This vision is central to our very purposes as an association - to help our members maximise their football experience, and to thrive in their post football lives. Only through true reconciliation, in both society and the football industry, will this be possible.





## OUR BUSINESS

**The AFL Players' Association has a rich history and has entrenched itself as a key stakeholder in the AFL industry as the representative body for male, female and past player members.**

Now in its 49th year, the PA has grown in influence and size to become a respected champion of players and the game.

It is the belief of the AFL Players' that, as key stakeholders, players deserve to continue to have their voices heard on all issues pertaining to themselves and the game.

As an advocate for its members and the broader community, the AFL Players' Association is passionate about instilling a sense of integrity and belonging, and showcasing its members as people first and athletes second.

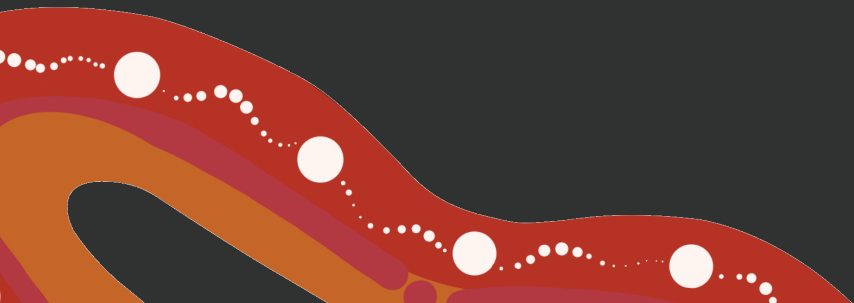
**Key functions the AFLPA performs on behalf of its membership include;**

- Negotiation and enforcement of the Collective Bargaining Agreement
- Delivery of Mental Health support for players
- Player Retirement Scheme
- Advocacy and representation on issues that impact members
- Past player support programs
- Off-field development and career transition support
- Amplification of the players' voice
- Celebration of players
- Regulation of Accredited Agents

Through our relationships with players, clubs and all key stakeholders in the game, as well as through our digital channels, the AFLPA has a wide sphere of influence.

The organisation currently employs 37 people, one of which who identify as Aboriginal and/or Torres Strait Islander and in the 2022 AFL season there were 101 male/female Aboriginal and Torres Strait Islander players in the AFL/AFLW - all of whom the AFL Players' Association represents.

Our head office is based in Melbourne, and we have staff in each state in which AFL clubs are based.



## OUR RAP

**The development of our Innovate RAP has been led by our Indigenous Relationship Manager Jamie Bennell and an internal working group encompassing the following:**

- General Manager Player & Stakeholder Relations
- Head of Alumni
- EA to CEO & Management team
- Media Executive
- Player Development Executive

One member of the internal working group identifies as Aboriginal. The internal champion of the RAP will be Brett Murphy, General Manager Player & Stakeholder Relations.

**This RAP has three focus areas being:**

- Relationships
- Opportunities
- Respect

**This Innovate RAP builds upon the achievements of our previous RAPs and the work that we have done to support Aboriginal and Torres Strait Islander members. Through our previous RAPs we have:**

- Supported and encouraged clubs and the wider industry to promote reconciliation through their own RAP's
- Worked with clubs to provide increasingly better and more culturally safe workplaces, including through the Best Practice Guidelines: Many Stories One Goal - Supporting Indigenous Footballers document
- Supported players with workplace issues and concerns through advocacy, representation and support
- Worked with media outlets to promote the success of Indigenous players on and off the field
- Worked with social media channels to remove racially inappropriate commentary – Calling Out Racism
- Celebrated Aboriginal and Torres Strait Islander members through NAIDOC Week, National Reconciliation Week and other initiatives such as our annual Indigenous map
- Promoted our members stories and journeys throughout these weeks. Promoting these significant dates on our social media channels and website. The launch of our Indigenous map is always a well-received piece with the public and our Indigenous members and families.

Over the past two years, and following discussions at the 2019 AFL-AFLPA Indigenous Camp, we have played an active role calling out and admonishing racism whenever it arises in respect of our members. Sadly, such behaviour remains far too prevalent and has been given an increasingly wider platform through the anonymity of social media.

A key commitment of this RAP is to develop a proactive anti-racism strategy to seek to eradicate such behaviour from our game and wider society.



## RELATIONSHIPS

Aboriginal and Torres Strait Islander people have played an enormous role in the history of Australian Rules Football, with players such as Polly Farmer, Adam Goodes, Shaun Burgoyne and Lance Franklin ranking among the greatest players to ever play the game.

Aboriginal and Torres Strait Islander players represent over 8% of current AFL and AFLW (over represented when you consider that Aboriginal and Torres Strait Islander peoples represent just over 3% of the general Australian population) and as such are a key component of our membership.

Notwithstanding that Aboriginal and Torres Strait Islanders people count amongst the game's greatest ever players, and that - as a group - they are over-represented as footballers, there are numerous examples where Aboriginal and Torres Strait Islander peoples have not felt adequately supported on their football journey. It is critical that we address this by, amongst other things, building strong relationships of trust with each individual player and with the collective playing group, and advocating for a more inclusive football industry and broader society.



ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Officially launch the AFL Players' Association Reconciliation Action Plan 2022-2024.</p>	<ul style="list-style-type: none"> <li>• Extend an invite to key industry stakeholders and community members</li> <li>• Organise for the RAP Launch to be held and promoted on our social platforms</li> <li>• Invite a Traditional Owner to provide a Welcome to Country at our RAP launch</li> <li>• Explore opportunities to have an Aboriginal and Torres Strait Islander performance for our RAP launch</li> <li>• Investigate opportunities to have an Aboriginal and Torres Strait Islander business to cater for our RAP launch</li> </ul>	<p>August 2022</p> <p>August 2022</p> <p>August 2022</p> <p>August 2022</p> <p>August 2022</p>	<p>GM Player &amp; Stakeholder Relations</p> <p>GM Player &amp; Stakeholder Relations</p> <p>GM Player &amp; Stakeholder Relations</p> <p>GM Player &amp; Stakeholder Relations</p> <p>GM Player &amp; Stakeholder Relations</p>
<p>Celebrating National Reconciliation Week with opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.</p>	<ul style="list-style-type: none"> <li>• Develop an annual campaign to promote key reconciliation messages through the Indigenous Advisory Board members and AFL players</li> <li>• Organise one internal event celebrating National Reconciliation Week annually</li> <li>• Register our National Reconciliation Week events via Reconciliation Australia's NRW website</li> <li>• Encourage staff and senior managers to participate in external events to recognise and celebrate NRW</li> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff</li> <li>• RAP Working Group members to participate in an external NRW event</li> <li>• Create a NRW events calendar with all the local events in our community</li> </ul>	<p>April 2023, 2024</p> <p>May 2023, 2024</p> <p>May 2023, 2024</p> <p>27 May – 3 June 2023, 2024</p> <p>April 2023, 2024</p> <p>27 May – 3 June 2023, 2024</p> <p>May 2023, 2024</p>	<p>Digital Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>GM Player &amp; Stakeholder Relations</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p>



## ACTION

Ensure we promote Aboriginal and Torres Strait Islander players, programs and events to the wider community.

## TARGET

- Include Aboriginal and Torres Strait Islander specific activity in broader AFL Players' Association media plans for each AFL season. This includes promoting all key events and activities such as Sir Doug Nicholls Round (Indigenous Round) annually, NAIDOC and National Reconciliation Weeks annually
- Engage Aboriginal and Torres Strait Islander players to be part of media plan throughout the AFL season
- Establish an opportunity for media outlets to meet with the AFLPA and Indigenous players via a casual environment annually
- Explore opportunities to do video segments of Individual Aboriginal and/or Torres Strait Islander players talk about them and their stories to promote in the community
- Develop a communication plan for both mainstream and Aboriginal and Torres Strait Islander media to promote key events

## TIMELINE

March 2023

Monitor in March and September 2023,2024

March 2023

Monitor in March and September 2022, 2023, 2024

February 2023, 2024

## RESPONSIBILITY

Head of Communications /  
Indigenous Relationship Manager

Head of Communications

Head of Communications

Head of Communications

Head of Communications

Provide a voice for Aboriginal and Torres Strait Islander players through the Indigenous Advisory Board in order to create further opportunities.

- Conduct at least four (4) Indigenous Advisory Board Meetings each year
- Connect with other Advisory Boards from other sports/industry
- Meet with AFL Indigenous Advisory Council to determine how the Indigenous Advisory Board and Council can work together into the future
- Consult with Indigenous Advisory Board in developing future programs to support Aboriginal and Torres Strait Islander players and for research topics to ensure inform decision are made
- Host a joint forum with Indigenous Advisory Board members and key industry stakeholders

Quarterly from November 2022, 2023, 2024

December 2022

November 2022

December 2022

May 2023

Indigenous Relationship Manager

Indigenous Relationship Manager

GM Member Programs & Services

GM Member Programs & Services

GM Member Programs & Services



ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Strengthen and maintain mutually beneficial relationships with Key Aboriginal and Torres Strait Islander stakeholders, leaders and organisations.</p>	<ul style="list-style-type: none"> <li>• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement</li> <li>• Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations</li> </ul>	<p>October 2022</p> <p>January 2023</p>	<p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p>
<p>Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> <li>• Implement strategies to engage our staff in reconciliation</li> <li>• Communicate our commitment to reconciliation publicly</li> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes</li> <li>• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation</li> </ul>	<p>April 2023, 2024</p> <p>April 2023, 2024</p> <p>January and December 2023, 2024</p> <p>June 2023, 2024</p>	<p>Indigenous Relationship Manager</p> <p>Head of Communications</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p>
<p>Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> <li>• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs</li> <li>• Develop, implement, and communicate an anti-discrimination policy for our organisation</li> <li>• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy</li> <li>• Educate our senior leaders on the effects of racism</li> <li>• Develop and implement a strategy to combat racism in the AFL and wider community</li> </ul>	<p>October 2022</p> <p>December 2022</p> <p>December 2022</p> <p>February 2023</p> <p>February 2023</p>	<p>GM Legal</p> <p>GM Legal</p> <p>GM Legal</p> <p>Indigenous Relationship Manager</p> <p>General Manager Player &amp; Stakeholder Relations</p>



## RESPECT

The football industry is blessed to have such rich diversity of Aboriginal and Torres Strait Islander players, and a unique opportunity for players (both Indigenous and non-Indigenous) and other stakeholders to learn about their cultures, lands, waters, histories and rights of Aboriginal and Torres Strait Islander peoples. Respect for and education on these matters will not only result in a more respectful relationship between Indigenous and non-Indigenous Australians, but enrich the lives of all.

Failure to engender respect and to educate is not only a missed opportunity, but allows racism and other forms of discrimination to persist. We have seen the impacts that can have on individuals and the broader collective. Only through respect can our Aboriginal and Torres Strait Islander members properly maximise their football experience and thrive.





## ACTION

Continue to provide opportunities for past and present Aboriginal and Torres Strait Islander players and AFL Players' Association employees, to celebrate Aboriginal and Torres Strait Islander cultures and communities through events and activities.

## TARGET

- Promote opportunities for all AFL players and AFL Players' Association employees to participate in events and activities such as AFL/ AFL Players' Association Indigenous Camp, Sir Doug Nicholls Round (Indigenous Round) annually, NAIDOC Week, National Reconciliation Week and AFL/AFLPA Players' Induction Camp
- Develop opportunities for Aboriginal and Torres Strait Islander players to connect to their culture by engaging with local Aboriginal and Torres Strait Islander communities and key stakeholders at organised gatherings in each state annually
- Develop an opportunity for past players to provide feedback on services and support to Aboriginal and Torres Strait Islander players through a survey and forum

## TIMELINE

Monitor in March and September 2022,2023, 2024

March 2023, 2024

October 2022, 2023,2024

## RESPONSIBILITY

Indigenous Relationship Manager

Indigenous Relationship Manager

Indigenous Relationship Manager





## ACTION

Continue to demonstrate and educate our employees and players about Aboriginal and Torres Strait Islander protocols such as Acknowledgement of Country and Welcome to Country ceremonies, to ensure there is understanding and uptake the ceremonies.

## TARGET

- Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols
- Develop, implement and communicate a cultural protocol document, including protocols for Welcoming to Country and Acknowledgement of Country
- Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year
- Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings
- Continue to deliver an Acknowledgement of Country at key events and board meetings
- Develop a list of key contacts for organising a Welcome to Country protocol
- Provide an opportunity for AFLPA staff to deliver an Acknowledgement to Country at each staff meeting
- Develop a digital Acknowledgement of Country to play at times for used for events such as Induction camp, MVP awards and other internal events

## TIMELINE

October 2022, March 2023, 2024

January 2023

April 2023, 2024

Monitor February 2023, 2024

Monitor February 2023, 2024

December 2022

Monitor February 2023, 2024

September 2022

## RESPONSIBILITY

Indigenous Relationship Manager

GM Player & Stakeholder Relations

Indigenous Relationship Manager

Indigenous Relationship Manager

CEO

Indigenous Relationship Manager

CEO

Digital Producer



## ACTION

Continue to provide employees with ongoing cultural awareness training, to improve understanding of Aboriginal and Torres Strait Islander histories and cultures.

## TARGET

- Organise for all new staff to be provided with cultural awareness training as part of Induction Program
- Conduct a review of cultural learning needs within our organisation
- Review, update and communicate our cultural learning strategy to our staff
- Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning
- Invite Aboriginal and or Torres Strait Islander peoples to participate in internal events, providing an opportunity to tell stories and continue to educate our staff
- Identify the needs of the industry to further develop opportunities for the industry to better understand Aboriginal and Torres Strait Islander peoples and cultures
- Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy

## TIMELINE

Monitor February 2023, 2024

November 2022,2023

October 2022

July 2023, 2024

May, June, August and November 2023, 2024

October 2022

October 2022

## RESPONSIBILITY

Indigenous Relationship Manager

Indigenous Relationship Manager

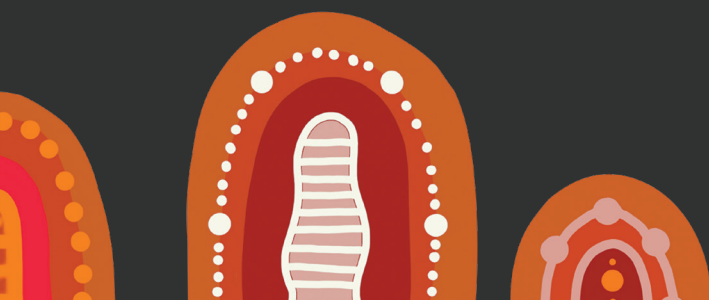
Indigenous Relationship Manager

Indigenous Relationship Manager

Indigenous Relationship Manager

Indigenous Relationship Manager

Indigenous Relationship Manager



ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Celebrate NAIDOC Week and provide opportunities and strong encouragement for all staff to engage with Aboriginal and Torres Strait Islander cultures and communities during NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>• Support all staff to participate in NAIDOC Week events in the local community</li> <li>• Organise one internal event celebrating NAIDOC Week annually</li> <li>• RAP Working Group to participate in an external NAIDOC Week event</li> <li>• Investigate opportunities to have an Aboriginal and Torres Strait Islander business to cater for our NAIDOC Week event</li> <li>• Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event</li> <li>• Support an external NAIDOC Week community event. Contact our local NAIDOC Week Committee to discover events in our community</li> <li>• Create a NAIDOC Week events calendar with all the local events in our community</li> <li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week</li> <li>• Promote and encourage participation in external NAIDOC Week events to all staff</li> </ul>	<p>July 2023, 2024</p> <p>June 2023, 2024</p> <p>First week in July 2023, 2024</p> <p>July 2023, 2024</p> <p>July 2023, 2024</p> <p>July 2023, 2024</p> <p>June 2023, 2024</p> <p>February 2023</p> <p>June 2023, 2024</p>	<p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>GM Legal</p> <p>CEO</p> <p>CEO</p>
<p>Acknowledge, embrace and promote Aboriginal and Torres Strait Islander artwork within the AFL and wider community.</p>	<ul style="list-style-type: none"> <li>• Display Aboriginal and Torres Strait Islander artwork at key events such as AFL/AFL Players' Association Indigenous Camp, Sir Doug Nichols Round, AFLPA Induction camp, NAIDOC and National Reconciliation Week and within any Aboriginal and or Torres Strait Islander focused publications</li> <li>• Continue to permanently display Aboriginal and Torres Strait Islander artwork within the offices</li> <li>• Investigate the development of Aboriginal and Torres Strait Islander artwork to tell the story of the AFLPA</li> </ul>	<p>February 2023, 2024</p> <p>Monitor February 2023, 2024</p> <p>October 2022</p>	<p>Indigenous Relationship Manager</p> <p>CEO</p> <p>Indigenous Relationship Manager</p>



ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Provide cultural awareness training opportunities to key stakeholders to improve the understanding of Aboriginal and Torres Strait Islander peoples and cultures.</p>	<ul style="list-style-type: none"> <li>• Conduct cultural awareness training for first year players through the football apprenticeship program or equivalent</li> <li>• Conduct cultural awareness training for Player Development Managers and other key individuals</li> <li>• Conduct cultural awareness training for AFLPA accredited player agents</li> <li>• Review and implement cultural awareness training strategy for AFLPA staff which defines continuous cultural business and considers various ways cultural learning can be provided</li> </ul>	<p>Monitor February 2023, 2024</p> <p>Monitor March 2023,2024</p> <p>Monitor March 2023, 2024</p> <p>November 2022, 2023, 2024</p>	<p>Indigenous Relationship Manager</p> <p>GM Member Programs &amp; Services</p> <p>Indigenous Relationship Manager</p> <p>General Managers</p>
<p>Increase visibility of Aboriginal and Torres Strait Islander cultures showing respect throughout the organisation.</p>	<ul style="list-style-type: none"> <li>• Display the Aboriginal and Torres Strait Islander flags and specific resources at reception</li> <li>• Display the wording of an Acknowledgement to Country within each meeting room</li> <li>• Rename the lower meeting room to an Aboriginal and/ or Torres Strait Islander player that has made significant impact on the AFL and community</li> <li>• Include an Acknowledgment of Country on the AFLPA website home page</li> </ul>	<p>2022, 2023, 2024</p> <p>Monitor February 2023, 2024</p> <p>January 2023</p> <p>January 2023</p>	<p>GM Business Operations</p> <p>Indigenous Relationship Manager</p> <p>GM Business Operations</p> <p>Digital Manager</p>



## OPPORTUNITIES

While Aboriginal and Torres Strait Islander people are over-represented as footballers (compared to the general population), they are woefully under-represented in off-field roles such as coaching and administration. It is critical that we address this under-representation, not only for the good of those players themselves, but others in the industry (both Indigenous and non-indigenous) who would benefit from the skills and insights that those players bring.

There is also evidence that Aboriginal and Torres Strait Islander players have traditionally faced greater challenges in development whilst players, and obtaining and maintaining employment afterwards. As an association whose purpose is to help our members maximise their football experience, and to thrive in their post football lives, it is critical that we not only provide an environment in which they can do so, but foster opportunities to encourage it.





## ACTION

Increase Aboriginal and Torres Strait Islander employment opportunities.

## TARGET

- Engage key stakeholders to consult on an employment strategy to include training, recruitment and retention
- Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace
- Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders
- Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities
- Establish a forum for current Indigenous Liaison Officers annually to network and see what each club is doing differently
- Increase opportunities for Aboriginal and/or Torres Strait Islander peoples at the AFLPA through targeted recruitment

## TIMELINE

December 2022

December 2022

December 2022, 2023, 2024

November 2022

December 2022, 2023,

October 2022, 2023

## RESPONSIBILITY

GM Member Programs & Services

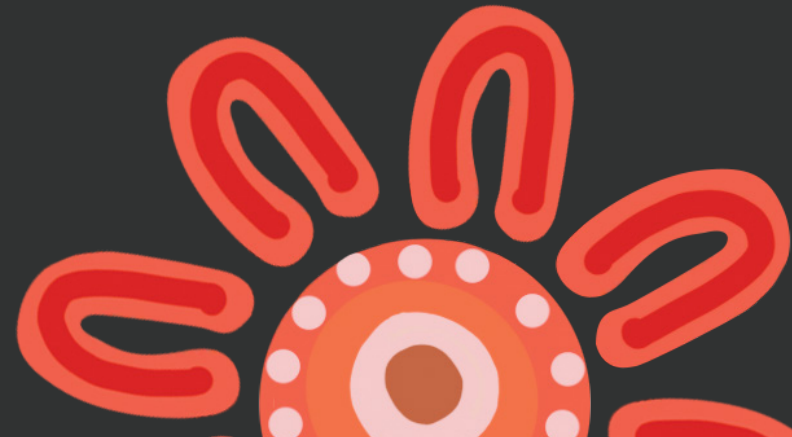
GM Member Programs & Services

Head of Communications

Indigenous Relationship Manager

Indigenous Relationship Manager

GM Member Programs & Services



## ACTION

Increase Aboriginal and Torres Strait Islander past player involvement to promote benefits and opportunities of being AFL Players' Association Alumni member.

## TARGET

- Promote past player events, newsletter, and benefits to members
- Showcase the successful transition of stories of Aboriginal and Torres Strait Islander players
- Link AFLPA members in Indigenous Players Alliance (IPA) and develop ongoing relationship with IPA for the benefit of current and former Aboriginal and Torres Strait Islander players
- Provide opportunities for IPA to speak at transition meetings
- Provide opportunities to IPA to speak at AFLPA events
- Explore opportunities for Aboriginal and Torres Strait Islander past players become mentors for young Aboriginal and Torres Strait Islander players
- Provide work experience or volunteering opportunities to get to know staff and the Organisation

## TIMELINE

- February 2023, 2024
- December 2022, 2023
- December 2022, 2023
- December 2022, 2023
- January 2023, 2024
- January 2023, 2024
- November 2022, 2023

## RESPONSIBILITY

- Head of Alumni
- Head of Alumni
- GM Member Programs & Services
- Indigenous Relationship Manager
- Indigenous Relationship Manager
- Indigenous Relationship Manager
- GM Player & Stakeholder Relations

Provide pathways for the development of Aboriginal and Torres Strait Islander players in the game, both on and off field.

- Ensure all Aboriginal and Torres Strait Islander players are supported by club staff to plan, execute and monitor individualised action plans to support their personal growth
- Identify professional development opportunities for Aboriginal and Torres Strait Islander players during the 2023 Indigenous camp
- Work with Indigenous Liaison Officers at AFL clubs to ensure they understand players' individual action plans and can assist players to achieve their plans
- Investigate opportunities to connect players with Indigenous organisations to do work experience

- April 2023, 2024
- January 2023
- November 2022, 2023
- December 2022, 2023

- GM Member Programs & Services / Regional Managers
- Indigenous Relationship Manager / Regional Managers
- Regional Managers
- Indigenous Relationship Manager



ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Develop a key performance indicator to sit with the AFL Players Association strategy.</p>	<ul style="list-style-type: none"> <li>For all AFL Players' Association employees to introduce at least one Key Performance Indicator to assist in achieving the Reconciliation Action Plan</li> <li>At each monthly staff meeting a report to be provided on the RAP key performance indicator with key wins to be highlighted</li> </ul>	<p>October 2022</p> <p>November 2022</p>	<p>General Managers</p> <p>Indigenous Relationship Manager</p>
<p>Ensure mental health support to be made available to all Aboriginal and Torres Strait Islander players and past players.</p>	<ul style="list-style-type: none"> <li>Promote and make available to all Aboriginal and Torres Strait Islander players culturally appropriate and suitably qualified mental health practitioners via the AFLPA's Mental Health and Wellbeing Navigation Services</li> <li>Provide opportunities for mental health training for past Aboriginal and Torres Strait Islander players to become mental health officers for current AFL players</li> </ul>	<p>May 2023, 2024</p> <p>December 2022, 2023</p>	<p>GM Member Programs &amp; Services</p> <p>Indigenous Relationship Manager</p>
<p>Organise for the Governance Committee to establish a diversity pillar to outline the Aboriginal and Torres Strait Islander player strategy throughout the industry.</p>	<ul style="list-style-type: none"> <li>Establish an agreed approach towards the development and support of Aboriginal and Torres Strait Islander players throughout the industry</li> <li>Develop and support of coaching pathways for Indigenous players both past and present</li> </ul>	<p>April 2023</p> <p>December 2022, 2023</p>	<p>GM Member Programs &amp; Services</p> <p>Indigenous Relationship Manager</p>

ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Develop and increase partnerships and utilise the services of Aboriginal and Torres Strait Islander businesses.</p>	<ul style="list-style-type: none"> <li>• Review organisation suppliers and consider all possibilities to engage with Aboriginal and Torres Strait Islander businesses</li> <li>• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses</li> <li>• Review and reform procurement strategy, policy, and processes so that supplier diversity principles can be incorporated into the PA's procurement strategy</li> <li>• 3% procurement spend on Aboriginal and Torres Strait Islander businesses/ suppliers</li> <li>• Investigate Supply Nation membership</li> <li>• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff</li> <li>• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses</li> </ul>	<p>November 2022</p> <p>November 2022</p> <p>December 2022</p> <p>November 2022, 2023</p> <p>August 2022</p> <p>November 2022, 2023</p> <p>February 2023, 2024</p>	<p>GM Business Operations</p> <p>GM Business Operations</p> <p>GM Business Operations</p> <p>GM Business Operations</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Head of Communications</p>
<p>Develop a Research Strategy to improve the impact of AFL Players' Association programs and support networks for Aboriginal and Torres Strait Islander members.</p>	<ul style="list-style-type: none"> <li>• Conduct annual survey with all players to measure the engagement and effectiveness of the AFL Players' Association programs and support, including Aboriginal and Torres Strait Islander player specific questions</li> <li>• Governance Committee to determine research priorities for the review of AFL Players' Association programs and support network processes for Aboriginal and Torres Strait Islander members</li> <li>• Review existing peer-reviewed research to support the support network and program outcomes for Aboriginal and Torres Strait Islander members</li> </ul>	<p>September 2022, 2023</p> <p>May 2023, 2024</p> <p>March 2023</p>	<p>GM Member Programs &amp; Services</p> <p>GM Member Programs &amp; Services</p> <p>GM Member Programs &amp; Services</p>



# GOVERNANCE



ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>RAP working group is made up of representatives from all departments and the Indigenous Advisory Board, to actively monitor RAP development, implementation and to track progress.</p>	<ul style="list-style-type: none"> <li>Oversee the development, endorsement and launch of our Reconciliation Action Plan</li> <li>Organise quarterly RAP Working Group meetings</li> <li>Provide progress reports twice yearly to the AFL Players' Association Board, Indigenous Advisory Board and Reconciliation Australia</li> <li>Invite Aboriginal and Torres Strait Islander guests (in addition to Indigenous Advisory Board members) and Elders to participate in two (2) meetings per annum</li> <li>Provide a quarterly progress report to be at AFLPA staff meeting</li> <li>Establish and apply a Terms of Reference for the RAP Working Group</li> </ul>	<p>March 2023, 2024</p> <p>November, February, May, August 2022, 2023, 2024</p> <p>November 2022, March 2023</p> <p>May and November 2023, 2024</p> <p>May, July, September and December 2022, 2023, 2024</p> <p>March 2023</p>	<p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>GM Player &amp; Stakeholder Relations</p>
<p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually</li> <li>Report RAP progress to all staff and senior leaders quarterly</li> <li>Publicly report our RAP achievements, challenges and learnings, annually</li> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer</li> </ul>	<p>September 2022, 2023, 2024</p> <p>April, June, September, December 2022, 2023</p> <p>December 2022, 2023</p> <p>May 2023, 2024</p>	<p>Indigenous Relationship Manager</p> <p>Indigenous Relationship Manager</p> <p>CEO</p> <p>Indigenous Relationship Manager</p>



## ACTION

Provide appropriate support for effective implementation of RAP commitments.

## TARGET

- Define resources needs for implementation
- Engage our senior leaders and other staff in the delivery of RAP commitments
- Define and maintain appropriate systems to track, measure and report on RAP commitments
- Appoint and maintain an internal RAP Champion from senior management

## TIMELINE

January 2023  
February 2023  
  
August 2022, 2023, 2024  
  
August 2022

## RESPONSIBILITY

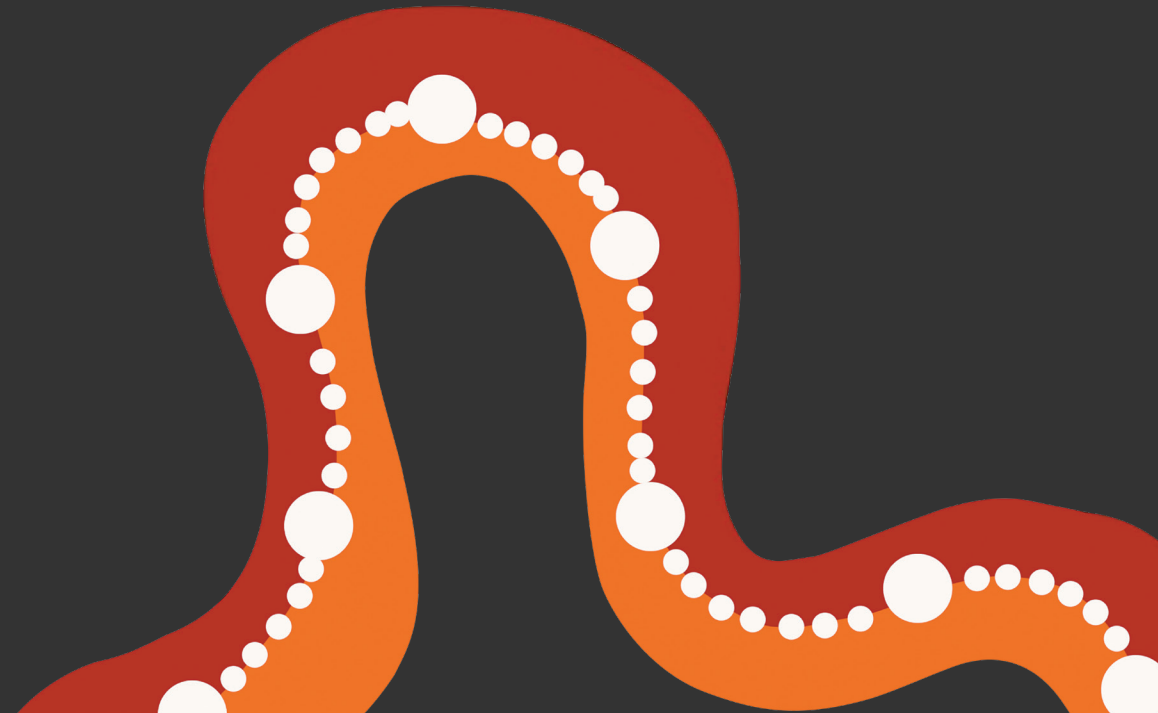
GM Player & Stakeholder Relations  
Indigenous Relationship Manager  
  
GM Player & Stakeholder Relations  
  
General Managers

Continue our Reconciliation journey by developing our next RAP.

- Register via Reconciliation Australia's website to begin developing our next RAP

March 2023

Indigenous Relationship Manager



## MEET THE ARTIST



**Alkina has been creating art since she was a little girl. She learnt from her Mother, Father, and other family members. Her Father's side is from NT Brunette Station, QLD Wakka Wakka and NSW Bundjalung. Her Mother's side is from Yorta Yorta, Wemba Wemba, Mutthi Mutthi & Wiradjuri.**

Through their teachings they showed Alkina how to tell stories by showing and explaining stories and art styles from both sides of her families.

She receives inspirations for her art from her Communities, History, Country and living experiences as a black indigenous woman. This strengthens Alkina everyday and gives her the confidence she needs to succeed within her life.

### **Some of Alkina's art achievements:**

Created art for the YIRRAMBOI festival & held an art exhibition at Queen Victoria Women's Centre in Melbourne, the art piece for the YIRRAMBOI festival was displayed in the centre of Bourke Street, Melbourne on the Visitor Centre Hub.

Alkina created art for The Beautiful Shawl Project for Breast Screen Victoria/Njernda/Vaccho. Her design was printed on shawls and used for women to wrap around them while getting their breast screening done. This project also made Channel 9 Win News and was showcased on the side of one of the tallest buildings in Collingwood Melbourne, where you could see it from the city skyline.

Alkina has also created artwork while working alongside "Wittner & Culture Is Life" putting her artwork onto five different styles of shoe, Alkina modelled them herself while her sister girls modelled shoes for all social media. The shoes are being sold all over Australia in store and online.

Alkina has created artwork for Deadly Boxer Paul Flemming. Paul wore her design for the Sonny Bill Williams vs Barry Hall fight. He fought in the co-main event which was showcased on TV.

Alkina has also been featured in Officeworks' 10 Emerging Indigenous Artists to Support. Creating Artwork for Triple J during reconciliation week.

### **AFL Players' Association RAP Story**

**Titled:** Bitja (Fire). I chose this name because I wanted to light a fire in people's belly's about reconciliation with this design.

**Meaning:** The red, yellow and orange colours represent fire. I chose fire as my main colour pallet because I would like to see reconciliation be spread through our communities the way fire spreads in a traditional burn off once after allows for new growth.

**Symbols:** Dhungala (Murray river/mighty waters) - the Dhungala represents healing and stainability. Circles represent gatherings of people sharing and storytelling.

Discover more of Alkina's work via Instagram at [@alkinacreations](https://www.instagram.com/alkinacreations) and Facebook at [AlkinasCreations](https://www.facebook.com/AlkinasCreations/) (<https://www.facebook.com/AlkinasCreations/>)









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