



**2ND INNOVATE  
RECONCILIATION ACTION PLAN**

**'VISION' 2020 - 2022**

LAUNCH DECEMBER 2020 | EXPIRY DECEMBER 2022

ADELAIDE FOOTBALL CLUB





## MESSAGE FROM THE CHAIRMAN AND CEO

The Adelaide Football Club is committed to being an active participant in Australia's reconciliation journey and we are proud to introduce our football Club's second Innovate Reconciliation Action Plan (RAP).

Our Club has a vision of 'Bringing People Together To Achieve Great Things'. Players, staff, and administrators live these words and together with our values, we are committed to promoting a deeper respect and understanding of Aboriginal and Torres Strait Islander histories and cultures.

Our inaugural Innovate RAP established a base foundation to propel the Club into the next phase of our own reconciliation journey. On reflection, to achieve 65 of 74 deliverables in what was an ambitious Innovate RAP to begin with is a great achievement. One that we are very proud of. It is also essential to acknowledge the specific challenges we faced throughout this time, including the need to get everyone together on the journey, to align reconciliation with all our Club priorities and to make the act of reconciliation part of what we do at the Club every day. We will ensure we learn from those experiences to turn our great start into further progress and actions.

This Innovate RAP focusses on creating meaningful relationships; with Aboriginal and Torres Strait Islander peoples and communities, enabling and strengthening our existing relationships and the development of new ones. These will be pivotal in contributing to real change for Aboriginal and Torres Strait Islander people.

Our talented and inspiring Aboriginal and Torres Strait Islander players wear the Crows jumper with pride. All 30 past players including current AFL/AFLW players have been trailblazers for future generations of young men and women. Part of this RAP will be to create increased opportunities for these role models to meaningfully interact with the community.

We will provide updates on our progress as we endeavour to be more diverse and inclusive, while continuing to celebrate the magnificent contribution made by Aboriginal and Torres Strait Islander peoples to our football Club and the sport in general.

We will continue to advance reconciliation to ensure we are the number one destination for future Aboriginal and Torres Strait Islander talent on and off the field.



**Hon John Olsen AO**  
Chairman, Adelaide Football Club



**Andrew Fagan**  
CEO, Adelaide Football Club



Artwork throughout the RAP report created by Shane Cook and Elizabeth Close





## **FOREWORD WRITTEN BY JEREMY JOHNCOCK, INDIGENOUS PROGRAMS MANAGER**

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It has been two years since the Adelaide Football Club launched its inaugural Innovate RAP. In this time, not only did we successfully implement many initiatives but took away some important learnings too.

Because of these learnings and our drive to become leaders in reconciliation, we have committed to a second Innovate RAP to ensure reconciliation is considered in everything we do.

Reconciliation comprises of three key pillars, Respect, Relationships and Opportunities.

As a proud Wirangu, Kokatha and Mirning man, I acknowledge and respect the Kaurna people as the Traditional Custodians of the Adelaide Plains on which we reside. I also acknowledge and respect all Traditional Owners across our nation of where we compete.

At the core of reconciliation is relationships. Positive two-way relationships between non-Indigenous and Aboriginal and Torres Strait Islander peoples built on trust and respect will be key drivers in this RAP. We will build respectful relationships and work with community to support our programs including educational, cultural, health, youth, Next Generation Academies and meaningful employment pathways.

I am committed to this document whole-heartedly and will continue to support the Adelaide Football Club's aspirations of taking a leadership role in the nation's reconciliation journey.



## **MESSAGE FROM THE CROWS AFLW & AFL PLAYERS**

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We, the players of the Adelaide Football Club, believe reconciliation is about all Australians being unified for real change. To create real change, we need to have action and not just words.

We take pride in the many Indigenous cultures from across the country, these are the oldest living cultures in the world and one that we are proud of and should celebrate.

We believe that education leads to awareness, awareness leads to understanding, and shared understanding is what unites us. Therefore, the players of the Adelaide Football Club have committed to continue to educate ourselves, and others of our country's histories and culture in order to pave a path forward together to help create a country that celebrates all peoples.

We stand together in reconciliation and equality.





The Adelaide Football Club acknowledges the Kaurna people as the Traditional Custodians of the Adelaide Plains Region. We also acknowledge all Aboriginal and Torres Strait Islander peoples throughout Australia as the Traditional Owners of their country and their ongoing connection to land, sea and waters. We pay our respect to them, their cultures, and Elders past, present and emerging.

Sculpture commissioned by local Aboriginal artist Allan Sumner





## OUR VISION FOR RECONCILIATION

Our vision is an Australia that acknowledges, respects, and celebrates Aboriginal and Torres Strait Islander cultures as part of our shared history and connects all people to achieve reconciliation and equality.

The Adelaide Football Club's Vision is "Bringing People Together to Achieve Great Things". Together with our values, our people are driven and united to promote a deeper respect and understanding of Aboriginal and Torres Strait Islander cultures. We are committed to taking a leadership role in Australia's reconciliation journey.

This Reconciliation Action Plan (RAP) builds upon the foundation of our previous RAP and formalises our commitment to the Reconciliation journey, and improving the partnerships with the Aboriginal and Torres Strait Islander communities in South Australia and supporting Aboriginal and Torres Strait Islander people within our Club.

## OUR BUSINESS

Since its inception in 1990, the Adelaide Football Club has established itself as one of the largest and most community engaged sporting clubs in the country.

As well as competing in the Australian Football League, the Club also participates in the South Australian National Football League (SANFL) State League and actively supports the development of young aspiring footballers to compete at the highest level.

Additionally, in 2016 the Club was one of eight clubs awarded a license to establish a team to compete in the inaugural AFL National Women's League. This now provides a clear pathway for young women to play their sport of choice at an elite level.

In 2017 the Club purchased successful esports franchise Legacy, followed by the acquisition of professional baseball team, the Adelaide Giants (previously Adelaide Bite) in 2018. These assets were another step in the Club's evolution and provides exposure to International markets.

With a football fan base of over 500,000, membership in excess of 65,000, home game attendances averaging 48,000, a leading digital platform and a wide range of community initiatives, the Adelaide Football Club has a scale of engagement that is significant by any measure.

As our vision of "Bringing People Together to Achieve Great Things" suggests, our focus extends well beyond winning football matches and premierships, to include engaging with and supporting the communities that have been so supportive of our team and Club more broadly. We aim to assist children in need by providing health and wellbeing, education, and leadership programs through our Crows Foundation. More than \$1.2m has also been distributed to several charities over the past decade including supporting our Indigenous education programs.

The Club is based at West Lakes, Adelaide and employs 120 full time staff (two of which identify as Aboriginal and/or Torres Strait Islander people) in addition to 44 AFL players, of which five identify as Aboriginal and/or Torres Strait Islander people including one AFLW player.

The Club actively uses its leading digital platform to engage with our fan base. We produce our own TV show called The Crows Show which features on Channel Seven weekly during the AFL season. Our social media platforms are some of the fastest growing across Australian Sport enabling our fans to witness and be part of the Club's wider conversation with the community.

Consistent with our vision, we will use our scale and platforms to play an active role in the reconciliation process and the positive outcomes this will support.







## OUR RAP

Throughout our 30-year history, our connection and relationships with Aboriginal and Torres Strait Islander communities were initially defined by the actions and direction of our Aboriginal and Torres Strait Islander players at the time. In line with the Club's vision "Bringing People Together to Achieve Great Things" the Club embarked on the process of initiating a Reconciliation Action Plan to ensure that Aboriginal and Torres Strait Islander peoples are acknowledged, accepted and represented across the whole Club and in everything we do. Our focus now is to develop a 'whole of Club' approach to the process of reconciliation and on broadening our current efforts to ensure we create a culturally safe workplace for all peoples.

The Club has a unique position within the community. It attracting an enormous level of attention across the year. This profile provides us with an extraordinary platform to contribute positively to reconciliation in Australia. The AFL's Indigenous Round - recently renamed Sir Doug Nicholls Round - is the cornerstone of this plan. The round incorporates Indigenous guernsey designs for all 18 Clubs and a celebration of Aboriginal and Torres Strait Islander cultures for match day. The Club has hosted home games for this round in 2015-2020 and it remains a priority for the future. This game is a source of pride for our Aboriginal and Torres Strait Islander players, our members and supporters and brings the whole Club together in a celebration of Aboriginal and Torres Strait Islander cultures. A major focus for each of these rounds is celebrating our past Indigenous players from both AFL and AFLW. In 2019 we hosted the largest contingent of Indigenous past players (14 in total) who enjoyed a motorcade, hospitality and were presented with an Indigenous designed guernsey by the current players. This plan will also formalise the Club's commitment to a range of other projects including National Reconciliation week, NAIDOC Week celebrations, the Apology Day breakfast and undertaking more cultural education programs for non-Aboriginal and Torres Strait Islander staff.

The Club has a responsibility considering the high-profile role it plays in the community to contribute positively to social issues and injustices faced by Aboriginal and Torres Strait Islander peoples. We see this Reconciliation Action Plan as the next step in elevating our commitment to Reconciliation.





## OUR RAP COMMITTEE

Under the leadership of RAP Champion and Club CEO Andrew Fagan, our RAP Committee has put together this plan and will oversee its implementation and drive reconciliation internally and across the wider community.

Four members of our RAP Committee identify as Aboriginal and/or Torres Strait Islander people including the Chair.



**Chair - Dr Roger Thomas**  
*Commissioner for Aboriginal Engagement*

### Committee Members



**Jeremy Johncock**  
*Indigenous  
Programs Manager  
Adelaide Football Club*



**Chris Wood**  
*General Manager -  
People Performance and Culture  
Adelaide Football Club*



**Noeleen Cox**  
*Project Officer, Strategic Design  
Directorate, Learning Improvement  
Division (DECD)*



**David Cursaro**  
*Finance Manager  
Adelaide Football Club*



**Kyrán Dixon**  
*National Reconciliation &  
Youth Leadership Coordinator  
Canteen Australia*



**Emma Bahr**  
*Player Development Manager  
Adelaide Football Club*

To support the RAP Committee, we are developing an internal 'action group' who will play an active role in implementing action items from the RAP. The 'action group' will be made up of Adelaide Football Club staff across the Club to ensure everyone is represented and taking responsibility for reconciliation in their departments. This group will report back into the RAP Committee through the Indigenous Programs Manager who will be an 'action group' member.



## ACHIEVEMENTS AND CHALLENGES

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Since launching our previous Innovate – RAP in late 2017, AFC has made significant inroads toward promoting a deeper respect and understanding of Aboriginal and Torres Strait Islander cultures. In what could only be described as an ambitious RAP to begin with we managed achieved 65 items of the 74 deliverables. This is encouraging given the Club is still in its infancy with implementing a sustainable, meaningful, and mutually beneficial RAP.

Achievements in our previous RAP include; Sir Doug Nicholls Round including past player engagement, roll out of Arrilla Online Digital Cultural Awareness training, internal and external National Reconciliation Week/NAIDOC Week events, erection of the permanent Aboriginal and Torres Strait Islander flags, commissioned Acknowledgement statue permanently based in reception, Indigenous education and leadership programs, Indigenous cadetship program, inaugural Indigenous female football academy and an annual Indigenous players led camp on Country with non-Indigenous staff.

### Feedback from Arrilla Online Cultural Awareness Training

“I think it was really positive. Learnt a lot that I wasn’t aware of or didn’t have a great understanding of, I think it is a really great initiative by the club.”

**AFL Player**

“I wanted to say thanks for involving us in the Cultural Awareness program. I learnt a lot. I did have some bells ringing from Law School and Australian legal history due to the Mabo decision. That said, it was a brilliant program (in each form-in person and online), and super important. To then see the Goodes documentary put many of our learnings into a clear picture. I sincerely thank you.”

**AFC Board member**

“I thought the course was very educational and it was a great opportunity provided for all staff and players at the club. It allowed me to gain a greater understanding that I lacked before undertaking the training.”

**AFLW Player**

“Found it all pretty useful and interesting. I found it most helpful to hear the appropriate terms and actions to use. Was a little bit confronting and heard some stats and that I was unaware of. Wasn’t too long and had a fair bit of info so was good to be able to gain that insight and information.”

**AFL Player**

“The training was thoroughly insightful, I walked away with a greater understanding and appreciation for Aboriginal and Torres Strait Islander history. I found the animations throughout the videos beneficial, as it supported the dialogue and assisted me in staying engaged throughout. Having done the training, I feel armed with the tools I may need when confronted with casual racism and feel confident in how to address the situation if ever faced.”

**Administration staff member**

“Thoroughly enjoyed the online course. I thought I had a good understanding prior to the course however this really helped open my eyes up even more. Very educational and interactive.”

**AFLW Player**

### Challenges

Embedding reconciliation across the business was always going to be difficult and we certainly had challenges along the way. The continual education and encouragement of staff and players to embrace the concept and ensure they are considering reconciliation in everything they do will be key as we progress.

At its core, reconciliation is about respectful relationships and shared responsibility.

We need to ensure we bring everyone on this journey and not leave it to too few. Like the Club trademark ‘We Fly As One’ we also need to ‘Reconcile as one’. At the end of the day we are all in this together.



## RELATIONSHIPS



The Adelaide Football Club has a vision of bringing people together to achieve great things. In this RAP, we commit to further strengthening our relationships with Aboriginal and Torres Strait Islander communities and stakeholders through our existing and new programs and partnerships.

Working collaboratively with Aboriginal and Torres Strait Islander communities we will ensure we are better informed and that any future initiatives and/or programs are culturally appropriate and impactful. We want to create an environment where all community feel a sense of pride and belonging when they walk through the doors of the Adelaide Football Club. Stronger relationships built on trust and respect will be key to creating that.

| Action  | Deliverable  | Timeline                  | Responsibility                                  |
|---|--|---------------------------|---|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | 1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement | December 2020/2021        | RAP Committee Chair                             |
|   | 1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations               | December 2020/2021        | Indigenous Programs Manager                     |
| 2. Build relationships through celebrating National Reconciliation Week (NRW) and the Apology day breakfast                           | 2.1 Organise at least one internal NRW event each year   | 27 May – 3 June 2021/2022 | Indigenous Programs Manager                     |
|   | 2.2 Register all NRW events on Reconciliation Australia's website  | May 2021/2022             | Indigenous Programs Manager                     |
|   | 2.3 Have a Club presence at the Official Apology Day breakfast   | 26 May 2021/2022          | Indigenous Programs Manager                     |
|   | 2.4 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff   | 27 May – 3 June 2021/2022 | Indigenous Programs Manager                     |
|   | 2.5 RAP Committee members to participate in an external NRW event  | 27 May – 3 June 2021/2022 | RAP Committee Chair                             |
|   | 2.6 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW              | 27 May – 3 June 2021/2022 | General Manager People, Performance and Culture |





| Action  | Deliverable  | Timeline  | Responsibility                                  |
|---|--|---|---|
| 3. Promote reconciliation through our sphere of influence                 | 3.1 Implement strategies to engage our staff in reconciliation   | January 2021  | General Manager People, Performance and Culture |
|   | 3.2 Review and communicate our commitment to reconciliation publicly   | November 2021                                       | Indigenous Programs Manager                     |
|   | 3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes   | February 2021, May 2021, August 2021, November 2021 | Chief Commercial Officer                        |
|   | 3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation   | November 2021                                       | Indigenous Programs Manager                     |
| 4. Promote positive race relations through anti-discrimination strategies | 4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs                                       | April 2021  | General Manager People, Performance and Culture |
|   | 4.2 Develop, implement and communicate an anti-discrimination policy for our organisation.   | June 2021   | General Manager People, Performance and Culture |
|   | 4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy | April 2021  | Indigenous Programs Manager                     |
|   | 4.4 Educate senior leaders on the effects of racism  | June 2021   | General Manager People, Performance and Culture |
|   | 4.5 Participate in public campaigns against racism; for example, with Port Adelaide Football Club in lead up to a Showdown                                     | May 2021  | Indigenous Programs Manager                     |





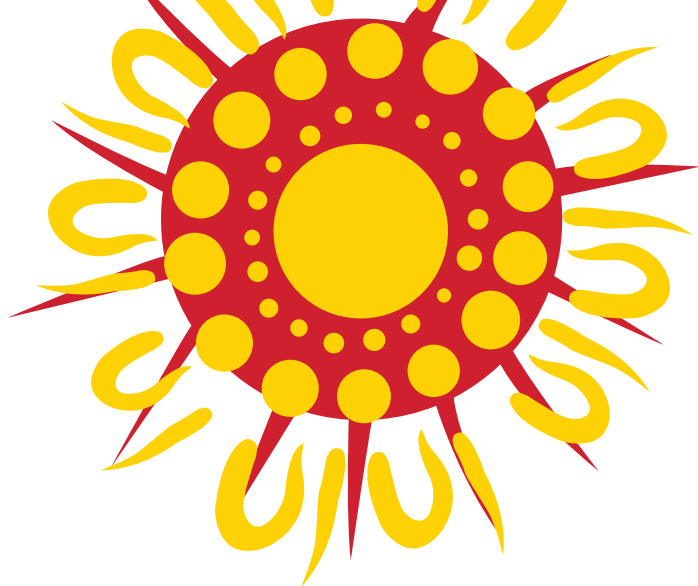
## RESPECT



The Adelaide Football Club continues to build a greater understanding and appreciation for Aboriginal and Torres Strait Islander cultures and histories. As Australia's First Peoples, we acknowledge and appreciate the contribution they have made to our great game, both on and off the field. We have a proud history of Aboriginal and Torres Strait Islander footballers at the Adelaide Football Club and will continue to celebrate them and many more Aboriginal and Torres Strait Islander players of the future.

| Action  | Deliverable   | Timeline                             | Responsibility   |
|---|---|--------------------------------------|--|
| 5. Showcase Aboriginal and Torres Strait Islander cultures during the Sir Doug Nicholls round of AFL  | 5.1 Establish a protocol for implementation of Sir Doug Nicholls Round Club initiatives, to be endorsed and overseen by the RAP Committee   | March 2021                           | Chief Commercial Officer   |
|   | 5.2 Actively engage SA Aboriginal and Torres Strait Islander communities and current and past players in the design and story of the Indigenous Guernsey to be worn during Sir Doug Nicholls Round  | December 2020/2021                   | Marketing Manager  |
|   | 5.3 Auction off playing jumpers at the end of the SDNR game for the money to be used directly on AFC Indigenous programs  | June 2021/2022                       | Finance Manager  |
|   | 5.4 Ensure AFLW team have an Indigenous themed guernsey for their inaugural Indigenous Round (2021)   | December 2020 (for 2021 and beyond)  | Indigenous Programs Manager  |
| 6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements | 6.1 Conduct a review of cultural learning needs within our organisation   | February 2021                        | General Manager People, Performance and Culture                                    |
|   | 6.2 Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for all AFC players and staff<br><br>The strategy will include:<br>a. Different modes of cultural learning (online, face-to-face, and cultural immersion)<br>b. Tiers of cultural learning: cultural competency and cultural safety<br>c. Player specific learning program<br>d. New staff and player cultural learning module during induction | March 2021, July 2021, November 2021 | Indigenous Programs Manager<br><br>General Manager People, Performance and Culture |
|   | 6.3 Provide a virtual/digital platform for players and staff to have regular 'conversations' discussing Aboriginal and Torres Strait Islander histories and invite guest speakers to share their personal stories and experiences   | February 2021                        | Football Leadership Development Manager  |





| Action   | Deliverable  | Timeline  | Responsibility              |
|--|--|---|-----------------------------|
| 6. (Continued) Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements        | 6.4 Investigate opportunities to engage and secure mutually beneficial working partnerships with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training                          | February 2021, May 2021, August 2021, November 2021 | Indigenous Programs Manager |
|  | 6.5 Provide opportunities for RAP Committee, Action Group members, HR managers and other key leadership staff and players to participate in cultural training  | March 2021, July 2021, November 2021                | Indigenous Programs Manager |
| 7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country to ensure there is shared meaning | 7.1 Ensure that Acknowledgement of Country is performed at all major internal meetings.  | September 2021/2022                                 | Human Resources Coordinator |
|  | 7.2 Include an Acknowledgement of Country in official Club documents and publications, email signatures, and website   | February 2021                                       | Human Resources Coordinator |
|  | 7.3 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols  | May 2021  | Indigenous Programs Manager |
|  | 7.4 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country   | May 2021  | Indigenous Programs Manager |
|  | 7.5 Conduct a smoking ceremony at the Club Season Launch and the first home match day to cleanse and heal the history of the area, as well as offering good fortune and success  | February 2021/2022, April 2021/2022                 | Events Manager              |
|  | 7.6 Invite Traditional Owners to provide a Welcome to Country at AFC significant events, including Club Champion, SDNR, Community camp, Season launch (AFL/AFLW), NAIDOC Week round - if one cannot be done, include an Acknowledgement of Country | March 2021/2022, July 2021/2022, November 2021/2022 | Indigenous Programs Manager |





| Action   | Deliverable   | Timeline  | Responsibility  |
|--|---|---|---|
| 8. Build respect for Aboriginal and Torres Strait Islander peoples by celebrating NAIDOC Week                            | 8.1 Provide opportunities for all staff and players to participate in NAIDOC week activities  | July 2021 /2022                                     | General Manager<br>People, Performance and Culture          |
|  | 8.2 Support and participate in an external NAIDOC Week community event such as the Family Day and/or March  | July 2021 /2022                                     | Indigenous Programs Manager                                 |
|  | 8.3 RAP committee to participate in an external NAIDOC Week activity  | July 2021 /2022                                     | RAP Committee Chair   |
|  | 8.4 Develop an annual NAIDOC week activity schedule, which will include:<br>a. Incorporating the annual NAIDOC theme<br>b. Celebration of NAIDOC Week on match day with a focus on the contribution of past players of Aboriginal and Torres Strait Islander background | July 2021 /2022                                     | Indigenous Programs Manager                                 |
|  | 8.5 Sponsor and participate in the annual NAIDOC Ball   | July 2021 /2022                                     | CEO   |
|  | 8.6 Review HR policies and procedures to ensure there are no barriers to staff and players participating in NAIDOC Week   | May 2021 /2022                                      | General Manager<br>People, Performance and Culture          |
| 9. Celebrate and embrace all cultures represented at AFC, with a focus on Aboriginal and Torres Strait Islander cultures | 9.1 Organise at least one community visit per year to an Aboriginal and Torres Strait Islander players' local community, for players and staff  | November 2021                                       | Indigenous Programs Manager                                 |
|  | 9.2 Utilise the Crows Show to promote Aboriginal and Torres Strait Islander achievements, including feature stories on Aboriginal and Torres Strait Islander players, staff, and stakeholders   | February 2021, May 2021, August 2021, November 2021 | General Manager<br>Media and Communications                 |
|  | 9.3 Encourage and support reciprocal ways of learning between Aboriginal and Torres Strait Islander and non-Indigenous players and staff by providing opportunities for the sharing of personal stories and experiences   | February 2021, May 2021, August 2021, November 2021 | Head of Football<br>Football Leadership Development Manager |



## OPPORTUNITIES



The Adelaide Football Club is a large organisation that strives to provide career opportunities both directly and indirectly through corporate stakeholders. Over the past two years the Club has enabled match day experiences for Aboriginal and Torres Strait Islander communities as a way of engagement. The Club's inaugural Aboriginal and Torres Strait Islander female football academy provided opportunities for young women to undertake elite training programs to fast track their development to become AFLW players.

This RAP will leverage existing and new engagements to create further education and employment programs. We endeavour to inspire the next generation of Aboriginal and Torres Strait Islander footballers and football administration staff. Before we can inspire, we must ensure we promote possibilities within the industry then create pathways to enter the industry.

We commit to creating employment opportunities for Aboriginal and Torres Strait Islander people and continue to provide ongoing development opportunities for individuals to take on leadership roles with the football club and its partners. To achieve this, we will ensure a culturally safe workplace for Aboriginal and Torres Strait Islander employees and members, where they feel respected, valued, and supported. The Club will continue to support economic development for local Aboriginal and Torres Strait Islander businesses and community organisations through procurement opportunities.

| Action   | Deliverable  | Timeline        | Responsibility  |
|--|--|-----------------|---|
| 10. Establish opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | 10.1 Engage with existing Aboriginal and Torres Strait Islander players and staff to consult on employment strategies, including professional development  | February 2021   | General Manager<br>People, Performance and Culture<br><br>Indigenous Programs Manager |
|  | 10.2 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace  | February 2021   | General Manager<br>People, Performance and Culture                                    |
|  | 10.3 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce  | June 2021       | General Manager<br>People, Performance and Culture                                    |
|  | 10.4 Develop and implement an Aboriginal and Torres Strait Islander Employment strategy with set targets.<br>a. Employment inclusive of affirmative action/ special measures and career advancement pathways<br>b. Training inclusive of work experience, up-skilling, secondments, and work shadowing | December 2020   | General Manager<br>People, Performance and Culture<br><br>Indigenous Programs Manager |
|  | 10.5 Advertise all vacancies in Aboriginal and Torres Strait Islander media  | November 2022   | General Manager<br>People, Performance and Culture<br><br>Indigenous Programs Manager |
|  | 10.6 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities  | December 2020   | General Manager<br>People, Performance and Culture                                    |
|  | 10.7 Develop a minimum of two (2) collaborative employment pathway relationships with organisations who can help build capacity to advance employment pathways within AFC for Aboriginal and/or Torres Strait Islander peoples   | March 2021/2022 | General Manager<br>People, Performance and Culture<br><br>Indigenous Programs Manager |





| Action   | Deliverable   | Timeline           | Responsibility  |
|--|---|--------------------|---|
| 10. (Cont.) Establish opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | 10.8 Investigate an up-skill secondment opportunity for 1 Aboriginal and/or Torres Strait Islander person working for a smaller organisation or community media outlet      | March 2021         | General Manager<br>People, Performance and Culture                                    |
|  | 10.9 Provide entry level opportunities for Aboriginal and Torres Strait Islander community including traineeships, cadetships, internships, and work experience             | December 2020      | General Manager<br>People, Performance and Culture<br><br>Indigenous Programs Manager |
|  | 10.10 Develop a mentoring program which involves working with local Aboriginal and Torres Strait Islander organisations and professionals                                   | February 2021      | Indigenous Programs Manager   |
|  | 10.11 Under the Equal opportunity Act 1984 (SA), ensure that Aboriginal and Torres Strait Islander women are represented in an employment capacity at the Club              | November 2022      | General Manager<br>People, Performance and Culture                                    |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes                     | 11.1 Purchase and maintain a Supply Nation membership   | November 2022      | Finance Manager   |
|  | 11.2 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy  | February 2021      | Finance Manager   |
|  | 11.3 Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services | February 2021      | Indigenous Programs Manager   |
|  | 11.4 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff                             | December 2020      | Finance Manager   |
|  | 11.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses  | November 2022      | Finance Manager   |
| 12. Develop strategies for supporting past, present and future Aboriginal and Torres Strait Islander players                               | 12.1 Develop an exit strategy for Aboriginal and Torres Strait Islander players, including what support is offered to them beyond their time at the AFC                     | November 2021/2022 | Player Development Manager<br>Head of Football  |
|  | 12.2 Ensure we engage current Aboriginal and/or Torres Strait Islander players, where possible in Indigenous programs and initiatives                                       | November 2022      | Indigenous Programs Manager   |



| Action   | Deliverable  | Timeline  | Responsibility  |
|--|--|---|---|
| 13. Increase Aboriginal and Torres Strait Islander people's engagement with Adelaide Football Club                           | 13.1 Continue to provide opportunities for Aboriginal and Torres Strait Islander people to attend our Match Days   | November 2022                                       | Indigenous Programs Manager                             |
|  | 13.2 Host Aboriginal and Torres Strait Islander game day experiences with at least two (2) Community groups per annum  | February 2021, May 2021, August 2021, November 2021 | Chief Commercial Officer<br>Indigenous Programs Manager |
| 14. Explore opportunities to support Aboriginal and Torres Strait Islander people to pursue careers in the sporting industry | 14.1 Continue the development of the Aboriginal and Torres Strait Islander Female football academy with a focus on building the talent pool  | December 2020                                       | Academies Manager<br>Indigenous Programs Manager        |
|  | 14.2 Scope out an Aboriginal and Torres Strait Islander high performance (HP) mentoring program to assist in upskilling community  | November 2022                                       | Indigenous Programs Manager<br>High Performance Manager |
| 15. Deliver programs to increase positive outcomes for Aboriginal and Torres Strait Islander youth                           | 15.1 With the support of the Club and other key stakeholders, engage and consult with Aboriginal and Torres Strait Islander communities in the design and development of educational programs  | December 2020                                       | Indigenous Programs Manager                             |
|  | 15.2 In collaboration with key external stakeholders, scope and develop a school-based traineeship program for Aboriginal and Torres Strait Islander youth with a focus on employment pathways | November 2022                                       | Indigenous Programs Manager                             |





| Action   | Deliverable  | Timeline   | Responsibility   |
|--|--|--|--|
| 16. RAP Committee actively monitors RAP development and implementation of actions, tracking progress and reporting                     | 16.1 RAP Committee to oversee the development, endorsement, launch of the RAP and provide advice   | December 2020  | RAP Committee Chair  |
|  | 16.2 Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Committee   | December 2020  | RAP Committee Chair<br>Indigenous Programs Manager                         |
|  | 16.3 Ensure that the Chair of the RAP Committee identifies as an Aboriginal and/or Torres Strait Islander person   | December 2020  | Chief Executive Officer<br>General Manager People, Performance and Culture |
|  | 16.4 Develop an internal 'RAP Action Group' with representation from across the business, Action group members will support the committee in an operational capacity | December 2020  | Indigenous Programs Manager  |
|  | 16.5 RAP Committee to meet at least quarterly to monitor and report on RAP implementation  | December 2020<br>February 2021,<br>May 2021,<br>August 2021,<br>November 2021,<br>February 2022,<br>May 2022,<br>August 2022 | Indigenous Programs Manager  |
|  | 16.6 Review and Update Terms of Reference for the RAP committee  | March 2021   | RAP Committee Chair  |
| 17. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally | 17.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually   | September 2021/2022  | RAP Committee Chair<br>Indigenous Programs Manager                         |
|  | 17.2 Investigate participating in the RAP Barometer  | May 2022   | Indigenous Programs Manager  |
|  | 17.3 Publicly report our RAP achievements, challenges, and learnings   | June 2021/2022<br>November 2021/2022   | Indigenous Programs Manager<br>RAP Committee Chair<br>RAP Champion         |



| Action   | Deliverable   | Timeline  | Responsibility   |
|--|---|---|--|
| 17. (Continued) Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally | 17.4 Report on RAP progress quarterly to the RAP Committee and to the CEO and tabled at the AFC Board           | February 2021, May 2021, August 2021, November 2021,                                      | Indigenous Programs Manager  |
|  | 17.5 Communicate quarterly updates on RAP progress to all players and staff                                     | February 2021, May 2021, August 2021, November 2021, February 2022, May 2022, August 2022 | Indigenous Programs Manager  |
| 18. Provide appropriate support for effective implementation of RAP commitments  | 18.1 Develop systems and capability needs to track, measure and report on RAP activities                        | December 2020   | General Manager People, Performance and Culture                                |
|  | 18.2 Define resource needs for RAP implementation   | January 2021  | General Manager People, Performance and Culture<br>Indigenous Programs Manager |
|  | 18.3 Engage our senior leaders and other staff in the delivery of RAP commitments                               | December 2020   | RAP Committee Chair  |
|  | 18.4 Appoint and maintain an internal RAP Champion from senior management                                       | February 2021   | RAP Committee Chair  |
| 19. Review, refresh, and update RAP  | 19.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges, and achievements | March 2022  | RAP Committee Chair  |
|  | 19.2 Register via Reconciliation Australia's website to begin developing our next RAP                           | April 2022  | RAP Committee Chair  |



THE STORIES BEHIND OUR INDIGENOUS ARTWORK

The symbols on the Crows chest represent the current playing group; who are at the heart of the Club.

The yellow dots on the crow's wings are the away venues where we proudly compete.

The handprint is a lasting legacy that reflects the impact players have had and continue to have on the Club.

The big circle under the handprint is our meeting place, our home ground - Adelaide Oval.

The white symbols under the big circle represent the Crows Family - our members, supporters, fans.

The red journey line is shown to strengthen as the Club grows year on year.

Around the journey line are the language groups of all past and present Indigenous players at the Club.







Kaurna shield represents the Kaurna people as well as a badge of honour for the players.

## **ABOUT THE ARTIST - SHANE COOK**



Shane "Mankitya" Cook also known as Kooka is a proud Wulli Wulli and Guwa (Koa) descendant from Queensland. Shane has been adopted by and was named Mankitya which translates to "the scarred one" by the local Aboriginal Kaurna community in Adelaide, South Australia and more specifically mentored by Jack Buckskin of Kuma Kaaru, who Shane has had the opportunity to dance internationally with.

Shane's practice as an artist began from a young age learning traditional painting from his mother. His interests then developed further into graffiti culture, street art and tattooing as he got older. These art movements are hugely prominent in Shane's unique contemporary style which has led him to becoming a nationally recognised artist. Shane's works of art know no material boundaries from working on canvas, to participating in street art festivals, artist exchanges internationally and creating large scale murals. He has designed Indigenous Round football guernseys for AFL and multiple SANFL teams, painted over 50 players boots for the AFL Sir Doug Nicholls Round and also created artwork for Anthony Mundine to be used for one of his last boxing fight kits.



## THE STORIES BEHIND OUR INDIGENOUS ARTWORK

The artwork is a story of the strength, resilience, fearsomeness and bravery of women and is built on the concept of journey.



The concentric circles and the fluid representation of rings within them signify the ever-evolving roles the group of women take on in the Crows playing group.

The dots that sit on top of many of the circles represent the many other people around them; family, friends, coaches, partners, colleagues, support staff and others who play a significant role in supporting the players to be the best that they can be.

The dots in the background represent the wider clubs and players in the AFLW league - on a journey with one another and themselves.

Their journeys are represented by the white line that snakes across the artwork, symbolising that the playing group is made up of many different women but still connected through their journey as AFLW players at the Adelaide Crows.



## ABOUT THE ARTIST - ELIZABETH CLOSE



Elizabeth Yanyi Close is an Anangu woman from the Pitjantjatjara and Yankunytjatjara language groups in Central Australia, and an established Contemporary Aboriginal Visual Artist based in Adelaide. She has spent the past 14 years crafting a dynamic multi-disciplinary visual arts practice that speaks to both her own, personal Connection to Country, and the concept of connection to place and space more broadly. She works in the mediums of 2D visual arts, large scale muralist installations and digital media.

Elizabeth feels strongly about increasing the visibility of Aboriginal Arts and Culture in the public space. She is passionate about the importance of public art, and how it fits into the principles of placemaking. Elizabeth believes that public art transcends power dynamics and privilege; it takes art off the walls of the elite and out of the galleries and into the public realm; to challenge ideas and perceptions and to create a sense of ownership and belonging. Elizabeth juxtaposes her studio practice with large scale works; both of which are informed by the enduring and profound relationship that Aboriginal and Torres Strait Islander People have with Country.

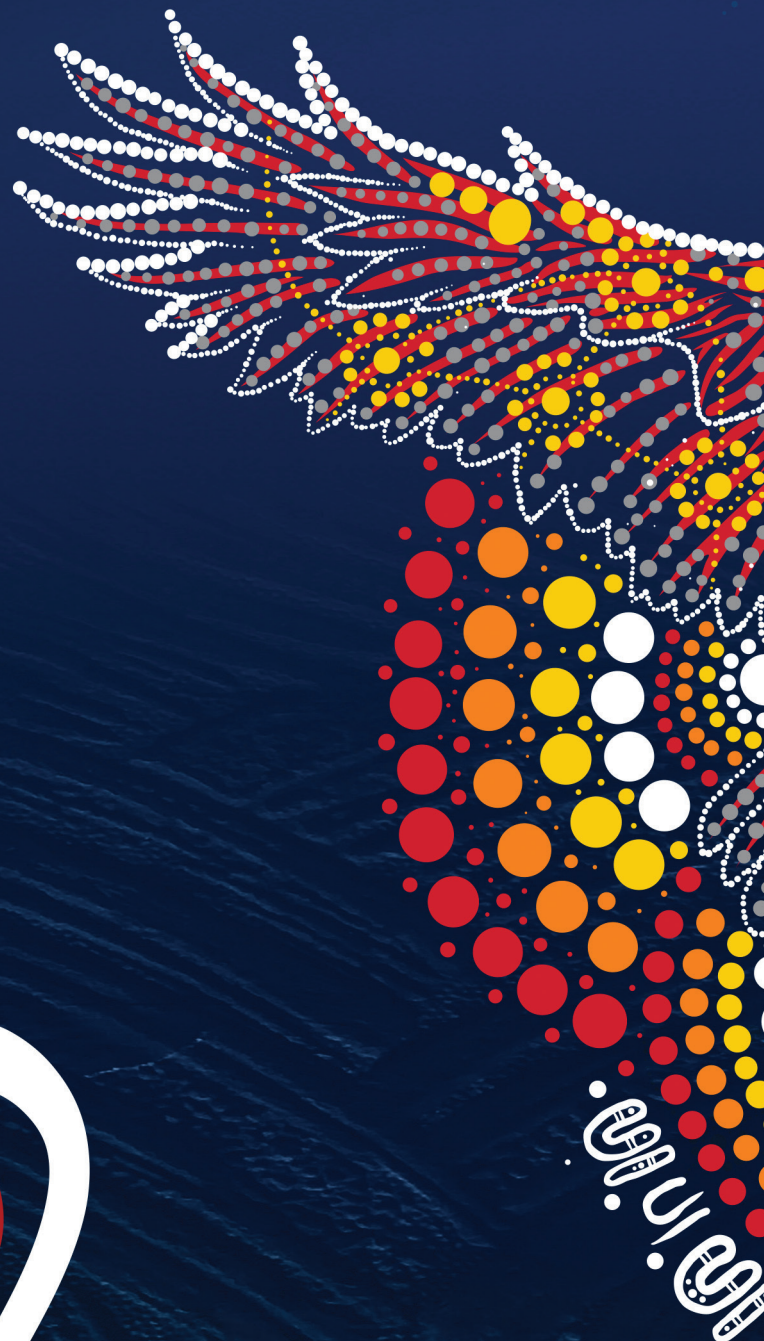


**2ND INNOVATE  
RECONCILIATION ACTION PLAN**

**‘VISION’ 2020 – 2022**

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*Indigenous Programs Manager*

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