

CONTACT US

Natasha Lieschke
Indigenous Projects Executive
reconciliation@richmondfc.com.au

Richmond Football Club
Swinburne Centre
Punt Road Oval
Richmond, Victoria 3121
richmondfc.com.au
kgi.org.au

Reconciliation Australia
Old Parliament House
King George Terrace
Parkes, ACT 2600
reconciliation.org.au



RICHMOND FOOTBALL CLUB

Reconciliation Action Plan
July 2023 – June 2026





ACKNOWLEDGMENT OF COUNTRY

Our Club is located on the Traditional Lands of the Wurundjeri-Woiwurrung peoples of the Kulin Nation. We show respect to the Traditional Owners through our considered and purposeful actions. The Richmond Football Club ('Richmond') also acknowledges the Traditional Owners of the many lands on which we play football.



MESSAGE FROM RECONCILIATION AUSTRALIA CEO

On behalf of Reconciliation Australia, I congratulate Richmond Football Club on its formal commitment to reconciliation, as it implements its third Elevate Reconciliation Action Plan (RAP), its fifth RAP overall.

Richmond has been part of the RAP Program since 2011, but it has a long history of contributing to reconciliation before it formalised its commitment – such as with its Korin Gamadji Institute.

This history and its previous RAPs helped the club develop its robust understanding of the role it can play in advancing Australia’s relationship with Aboriginal and Torres Strait Islander peoples, cultures and histories.

It has recognised that the sports arena is a prodigious space to safely model respect, cohesion and equity to a broad slice of Australian life.

With a 100,000-strong membership base, Richmond is uniquely placed to encourage pride in Aboriginal and Torres Strait Islander cultures, and set the benchmark for other codes, clubs and teams for what reconciliation in sports looks like and achieves.

Richmond’s vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples play sport in spaces that are free from racism and discrimination.

Contributing to this aspiration, Richmond’s new Elevate RAP focuses on transforming sport through purposeful anti-racism work – including sharing knowledge and resources to educate and upskill the sporting community and improve race relations across the industry.

Through this transformation project, Richmond is aiming to address one of the most challenging and pressing issues facing its industry – cultural safety. A culturally safe industry empowers and welcomes Aboriginal and Torres Strait Islander peoples to express their identities and cultures without threat of racism or discrimination.

This intention could not come sooner: the 2022 AFL Players Association’s Insights and Impact report found that one third of Aboriginal and Torres Strait Islander players have experienced racism while listed as a player.



Richmond has already made in-roads towards this aspiration through a range of activities, including bravely supporting the Black Lives Matter movement with players wearing a black warm-up shirt before games, and encouraging all teams to take a knee before the restart round of Season 2020.

Now it seeks to formalise this commitment further, introducing initiatives to create change across its industry, the club and the broader community.

Internally, Richmond will co-design an Aboriginal and Torres Strait Islander People Policy, including a detailed internal complaints procedure, culturally appropriate support services for staff, eSafety and whistleblower provisions, and anti-racism training.

It will amplify the impact of this policy with a player-centric anti-racism framework, to share with other AFL clubs and co-designed by industry experts, AFL and VFL players, their families, and communities.

Richmond will also develop a free, publicly accessible digital resource platform that fosters cultural safety in sport, following extensive research to determine relevant concerns and priority areas.

In this way, this Elevate RAP sees Richmond making concerted in-roads to increasing the cultural safety of its sport, and indeed in the community that surrounds it.

By leveraging its operations and the learnings and capabilities it has developed on its reconciliation journey so far, it will help make AFL a safer, more respectful arena for First Nations peoples.

On behalf of Reconciliation Australia, I commend Richmond Football Club on this Elevate RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine,
Chief Executive Officer
Reconciliation Australia

FOREWORD

Club President: John O’Rourke
Chief Executive Officer: Brendon Gale

The contributions of Aboriginal and Torres Strait Islander players, their families, and communities have been integral to the success of our Club

Sport has an unrivalled capacity to connect people, to bring people together, to unify. By extension, it also provides a platform to build understanding and promote respect.

As an elite sporting Club we are fully committed taking a leadership position to help deliver a reconciled Australia.

As such, Richmond Football Club is proud to launch the third iteration of its Elevate Reconciliation Action Plan (RAP).

This plan is ambitious, and it should be. As a member of the Elevate RAP community we are recognised for our demonstrated leadership, but we must continue to look for new ways to play our role.

The development of this RAP has been well considered and we thank Reconciliation Australia for their guidance, along with the Club’s Reconciliation Advisory Board.

We now look forward to delivering great outcomes in the coming years.



OUR VISION FOR RECONCILIATION

Richmond's vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples play sport in spaces that are free from racism and discrimination.

This vision is underpinned by our belief that sport has the power to influence wider social change.

As one of the largest sporting organisations in the country, we will draw upon our agency to make systemic changes within our Club and the wider AFL industry. These changes will create an equal playing field, where Aboriginal and Torres Strait Islander peoples feel safe and secure in their identity, culture, and community.



ABOUT OUR CLUB

Our Business

Richmond Football Club participates in the Australian Football League. Our core business is winning games of football, but our purpose – our reason for being – runs far deeper. Our purpose is to enable Belonging, Thriving and Winning. Our purpose guides our decision-making and underpins our authentic commitment to the communities in which we operate.

Founded in 1885, Richmond Football Club lives and breathes on Wurundjeri Country in the shadows of the Melbourne Cricket Ground (MCG). The Club has won 13 AFL premierships and has been home to some of the game's greatest teams and names.

Richmond was the first club to break through the 100,000-member barrier and has maintained this massive community support for the past five AFL seasons. Beyond this, the Club has a supporter base of around 750,000 people. This number – combined with our staff, players and capacity to generate public attention – means we have significant agency, community connection and influence.

Richmond is also the most diversified sporting Club in Australia. Beyond the business of football, the Club is home to subsidiary businesses Aligned Leisure and the Richmond Institute. Aligned Leisure is a health and recreation business, while the Richmond Institute is a vocational education provider offering courses in leadership and sports management. In total, Richmond and its subsidiary businesses employ more than 1200 staff. The Richmond Football Club itself employs 329 people, within this cohort, there are 20 Aboriginal and Torres Strait Islander employees. This includes administration staff, AFL and AFLW players, coaches, and VFL players.

The strength of our reconciliation work is made possible by continued investment in two core activities: the annual Dreamtime at the 'G' game, and the work of the Korin Gamadji Institute. Together, these two activities bring Aboriginal and Torres Strait Islander peoples, and their cultures, to our Club, and our game. More broadly, the Club's connection with community, and commitment to equality, have also been strengthened by the establishment of its AFL Women's and Victorian Wheelchair Football teams.



Our Story

Interwoven through the history of our Club are stories of Aboriginal and Torres Strait Islander players who have shaped our game, our values, and our people. These stories speak to the resilience of Aboriginal and Torres Strait Islander peoples and their commitment to recognition and reconciliation. These stories provide context for this iteration of our Reconciliation Action Plan.

In 1911, the first Aboriginal player to impact Richmond was a man from Coranderk Station, an Aboriginal mission located in Healesville (50km northeast of Melbourne). His talent came to the attention of the team manager, who invited him to train, an invitation that he accepted. Whilst his talent was undeniable, this training session was his only interaction with the Club.

It took another 15 years for the Richmond reserves to officially debut an Indigenous player, 23-year-old Billy Muir. Decades later, in 1968, the Club debuted an Indigenous player in their senior side. This player was 17-year-old Palawa man Derek Peardon.

In 1982, Indigenous players Phil Egan and Maurice Rioli debuted for Richmond against Fitzroy. Rioli went on to become the first Indigenous player to play in a Richmond senior Grand Final. Rioli won the Norm Smith Medal (the first Indigenous player to do so). Adding to his accolades, in 1985 Maurice Rioli became the first Indigenous player to captain Richmond.

In total, 27 Indigenous male and female players have represented the Richmond Football Club at the highest level, with almost half being listed in the last 10 years. The recent increase in the number of Aboriginal and Torres Strait Islander players aligns with the Club’s strong and bold commitment to building a culturally inclusive and welcoming environment.

There are two significant events that occurred within this period and have become ‘Business As Usual’ for the Richmond Football Club – the annual Dreamtime at the ‘G clash, and the work of the Korin Gamadji Institute (KGI).

Kicking-off in 2005, the concept of Dreamtime at the ‘G was developed with key Aboriginal and Torres Strait Islander stakeholders and local community. In 2007, the AFL established a national Indigenous round – now known as the Sir Doug Nicholls Round. In 2011, Richmond became the first AFL Club to engage an Indigenous artist – Yorta Yorta and Wiradjuri woman Jirra Lulla Harvey - to design a guernsey that showcased and celebrated Indigenous cultures. Subsequently, in 2014 the AFL the AFL mandated that every Club have an Indigenous guernsey, significantly broadening the impact. In 2015, the Club took a stand in support of Adam Goodes, wearing its Dreamtime guernsey for a second time to condemn racist fan behaviour. Subsequently, through Dreamtime, the Club also took a proactive position on Treaty, the Recognise campaign and Black Lives Matters. Support for Treaty and the Recognise campaign took place during the Dreamtime game, with the Club displaying messaging and branding across our digital platforms, and key moments within the game. Support for the Black Lives Matters movement occurred through our players wearing a black warm-up shirt before all games, and encouraging all teams to take a knee before the restart round of Season 2020

In 2011, the Club established the Korin Gamadji Institute (‘KGI’) as part of a \$23 million redevelopment of our Punt Road Oval training and administration headquarters. In this same year, Richmond also launched its first Reconciliation Action Plan. The KGI has now been in operation for more than a decade. In that time, more than 3500 Aboriginal and Torres

Strait Islander young people have engaged in programming, which is Indigenous-designed and led. Its central ambition is to develop culturally connected and empowered youth. Beyond that, more than 15,000 Aboriginal and Torres Strait Islander people have utilised the Club’s facilities.

Richmond has been home to the Melbourne Indigenous Transition School (‘MITS’) for the past seven years. The school welcomes Aboriginal and Torres Strait Islander students from a diverse range of nations across the Northern Territory and Victoria. To have a registered school located in an elite sporting Club is unique, not only in Australia, but globally.

These initiatives have increased the number of Aboriginal and Torres Strait Islander peoples within the business. We are one of few AFL Clubs to have an Indigenous person on the Senior Management Team and have recently welcomed our first Indigenous board member. Whilst in the football department, the appointment of an Indigenous coach to the football department in 2017, and the addition of an Indigenous Player Development Manager in 2022 saw an increase in the number of Indigenous players on the Richmond AFL, AFLW and VFL lists. From 2024, upon completion of the William Cooper Centre, part of the latest proposed Punt Road Oval redevelopment, the Club will welcome more Aboriginal and Torres Strait Islander peoples on-site.



Our Strengths

We acknowledge that the pathway to reconciliation is non-linear, requiring continual self-reflection and continued realignment. The strength of our reconciliation work is made possible by continued investment in two core activities: the annual Dreamtime at the 'G' game, and the work of KGI.

Together, these two activities bring Aboriginal and Torres Strait Islander peoples, and their cultures, to our Club, and our game.

Our Strengths: Dreamtime

Since 2005, the annual Dreamtime at the 'G' game has provided the Club with a platform to educate a broad cross-section of the community about Indigenous histories and cultures. Over the past decade, the platform has grown, with the game amassing over one million viewers worldwide. In 2022, the AFLW competition launched an annual women's Dreamtime game between Essendon and Richmond, providing a second platform, and viewership.

Throughout our reconciliation journey, Dreamtime at the 'G has provided us with a unique platform to educate and unite Australians on Indigenous matters and reconciliation. Through this platform we have supported community-led campaigns to amplify the voices and issues from the community.

Taking place around National Reconciliation Week, the game itself – and the surrounding activities – elevate our reconciliation work and leadership within the RAP network.

"I feel proud of the way our club presents the Dreamtime campaign and helps all Australians be proud of their connection with our Indigenous peoples."

- Richmond Football Club member

Dreamtime Key Stats

18

Dreamtime campaigns

200

hours of internal staff cultural training

100

hours of external cultural training

Our Dreamtime member surveys have been completed at the conclusion of the Dreamtime game. The random member surveys capture the key learnings from the many activations completed by the Club during Sir Doug Nicholls Round.

The results from our Dreamtime member surveys demonstrate that our members have reasonable awareness of Aboriginal and Torres Strait Islander cultures.

150

hours of professional development for teachers

10,000

Dreamtime member survey responses

RFC member knowledge of Aboriginal and Torres Strait Islander cultures
(1 nothing – 10 everything)

2017	2018	2019	2021	2022	2023
5.92	6.1	6.3	6.2	6.3	6.1

Note: The Dreamtime member survey was unable to be completed in 2020 due to the impacts of COVID-19.

In addition, a significant portion of our members are interested in positive engagement with Aboriginal and Torres Strait Islander people. In 2023, 44% of 2023 survey respondents reporting attending the game to show support for Aboriginal and Torres Strait Islander people, 90% of respondents believed the game either somewhat or definitely supports reconciliation, and respondents used words such as respect, culture and togetherness when describing the game.



We also know that the Dreamtime game also provides an effective platform for education and amplification of key messages. In 2023, 49% of survey respondents recognised the Treaty for Victoria partnership presented at the game, and in 2021, 41% were aware of the Deadly and Proud campaign.

Based on our Dreamtime survey findings, we know that football and the connection our supporters have with the game and team, increases their interest and engagement with cultural learning opportunities. However AFL Dreamtime happens once per year. As we work to foster ongoing cultural safety in our sport, we will leverage this strategy to create new year-round cultural learning opportunities for our supporters and the public, using football as the key driver for engagement



Dreamtime Key Dates

2011

Richmond commissions and wears the AFL's first Dreamtime guernsey.

2015

Public support for the Recognise campaign.

2017

Celebrated the 50 year anniversary of the 1967 Referendum.

2019

Education on Treaty for Victoria.

2020

Support of the Black Lives Matter movement through demonstration at Collingwood vs Richmond game at the MCG.

2021

Promotion of the Deadly and Proud campaign, a digital platform telling stories of Aboriginal cultures, resilience and communities, urging Victorians to feel pride on the path to Treaty, truth and justice.

2021

Dreamtime played on Whadjuk Country, Perth.

2023

Announced public support for the Voice to Parliament.

Our Strengths: Korin Gamadji Institute (KGI)

Since 2011, the KGI has provided a culturally safe environment for Aboriginal and Torres Strait Islander young people to chase big dreams to grow and emerge. Through the provision of responsive and immersive education programs that promote cultural strength, leadership, and social and emotional wellbeing, the KGI is actively shaping the next generation of Aboriginal and Torres Strait Islander leaders.

The success of the KGI lays in its commitment to empowering Aboriginal and Torres Strait Islander youth to speak, and to be heard. This is made possible by working directly with youth, and by harnessing the power of sport to create safe spaces for young people to work, study and live.

Korin Gamadji Institute Key Stats

100
per cent Aboriginal and Torres Strait Islander staff

200
Indigenous youth leaders employed as contractors

2,000
hours of leadership programming

800
hours of school programming

“I never thought I would get to where I am today, KGI has given me the voice I did not know I had.”

- KGI program participant

\$55,000
contribution to Indigenous business

100
Indigenous people received mental health first aid training

Developed an Indigenous theory of change to elevate youth voice

Created an Indigenous youth social and emotional wellbeing framework



OUR TEAM

The Richmond Football Club Reconciliation Action Plan has two layers of governance, the Reconciliation Management Team (RMT), and the Reconciliation Advisory Board (RAB). Both layers of governance are championed by Club Chief Executive Officer, Brendon Gale.

The Reconciliation Management Team meets bi-monthly and is responsible for meeting individual targets and tracking progress against timelines and budgets. This group is comprised of members of the Club’s Emerging and Senior Management teams.

The Reconciliation Advisory Board meets three times per year – pre-season, mid-season and post-season – and is responsible for maintaining the vision and cultural integrity of the RAP. This group is comprised of subject matter experts from the community, the Richmond Football Club board, and senior Aboriginal and Torres Strait Islander staff.

Both groups are chaired by the Director of Indigenous Leadership and managed by the Indigenous Projects Executive.

Reconciliation Management Team

- Angela Burt**
Director Indigenous Leadership
- Natasha Lieschke**
Indigenous Projects Executive
- Michael Lacy**
Head of Sustainability
- Blair Hartley**
General Manager Football Talent
- Michael Stahl**
Chief Operating Officer
- Sec Maljanek**
General Manager Human Resources
- Simon Derrick**
General Manager Commercial Operations and Stakeholder Engagement
- Shane Dunne**
General Manager Aligned Leisure and Education
- Dino Imbriano**
General Manager Consumer Business
- Matilda Stapleton**
Head of Events and Program Implementation
- Robert Costanzo**
Head of Commercial Development

Reconciliation Advisory Board

- Dr Andrew Peters (Yarra Yarra)**
Director, Richmond Football Club
- Angela Burt (Palawa)**
Director Indigenous Leadership, Richmond Football Club
- Dr Ash Francisco (Wiradjuri)**
Indigenous Researcher, University of Melbourne
- Professor Barry Judd (Pitjantjatjara)**
Deputy Vice Chancellor Indigenous, University of Melbourne
- Brendon Gale**
Chief Executive Officer and Executive Director, Richmond Football Club
- Jessica Bennett (Ngunnawal)**
Law Graduate, Victorian Legal Aid
- Dr Justin Trounson (Dharug)**
Indigenous Clinical Psychologist, Richmond Football Club
- Michael Lacy**
Head of Sustainability, Richmond Football Club
- Natasha Lieschke**
Indigenous Projects Executive, Richmond Football Club
- Aunty Pam Pederson AO (Yorta Yorta)**
Senior Elder, Yorta Yorta Nation
- Scott McCartney (Wotjabuluk)**
Chief Executive Officer, Kinaway Chamber of Commerce
- Simon Matthews**
Chief Marketing Officer, Richmond Football Club



AREAS FOR IMPROVEMENT

Racism

The 2022 AFL Players Association report ‘Insights and Impact’ shows that one third of Aboriginal and Torres Strait Islander players experienced racism while listed as an AFL player (AFL Players Association 2022) from either internal (within their club) or external sources. The Australian Reconciliation Barometer 2022 shows that 60 per cent of Aboriginal and Torres Strait Islander peoples have experienced at least one form of racial prejudice in the past six months, whilst 57 per cent of respondents believe that Australia is a racist country (Reconciliation Australia 2022).

We acknowledge the work of the AFL in partnering with the eSafety Commissioner to create awareness of online racial vilification, as well as those AFL clubs who have conducted reviews into the cultural safety of past and present players. We also acknowledge the overarching work of the Australian Human Rights Commission in presenting a national framework for best-practice in anti-racism work. Our RAP will build on this work, and present a unified and universal framework for anti-racism within sport. A framework that will be shared across all levels of sport.

Sport Reconciliation Industry Network Group (RING)

In 2013, Richmond led the formation of the AFL RAP Working Group, which allowed clubs to share learnings and ideas to support reconciliation across the industry. During this time, several clubs began the process of developing their own RAPs. Although Richmond has continued to support its partners, the Elevate RAP Group, and other organisations on their reconciliation journey, since 2018 we have not actively maintained the AFL RAP Network Group. Renewed commitment to an expanded and refreshed RING is embedded within the Transformation Project and Business as Usual (BAU) targets within this RAP.

Aboriginal and Torres Strait Islander Employment

We know that our agency within the Aboriginal and Torres Strait Islander space comes from strong representation. The Club currently employs 20 Aboriginal and Torres Strait Islander staff, which is 6% of the total number of employees. The majority (60 per cent) are employed within the Football Department and the Korin Gamadji Institute (30 per cent). With the average career of an elite AFL athlete lasting seven years, it is important to put in place a robust transition plan for the career development of Aboriginal and Torres Strait Islander players. In addition, 65 per cent of the current Indigenous workforce are on contracts, making staff and player retention an important focus for the Club’s strategy. To mitigate this, there is a commitment to developing an Aboriginal and Torres Strait Islander employment and retention strategy that is not linked to funding cycles.

Subsidiary Businesses

In our previous RAPs, we have included targets encompassing our subsidiary businesses – Richmond Institute and Aligned Leisure. However, in doing so we have identified that due to the significant difference in core business, governance structures, geographical separation and volume of primarily casual staff with varying levels of cultural awareness it is impractical to address and fulfill the requirements of those organisations within this plan. Our focus will instead be to engage senior leaders of Aligned Leisure and Richmond Institute in a specific cultural training program and encourage them to develop their own RAP that more accurately reflects their reconciliation journey.

FIVE DIMENSIONS OF RECONCILIATION

We acknowledge the work of Reconciliation Australia in defining the five interrelated dimensions of reconciliation. In supporting, and adding to this collective reconciliation work, through our transformation project, and BAU, we will address each dimension in the following ways:

Race Relations

Through the development of an industry specific anti-racism framework, we will build stronger relationships between Indigenous and non-Indigenous peoples (within Australia). We will work within our sphere of influence to educate others and build a shared community of anti-racism practice within the sporting industry.

Equality and Equity

Through the development of our Dreamtime 365 digital resource, we will create and share universal guiding principles to ensure that Australian rules football is culturally safe and inclusive for all Indigenous peoples. Centring Dreamtime at the ‘G’ as a model for best practice, this resource will make public the key learnings of the Club over the past decade.

Unity

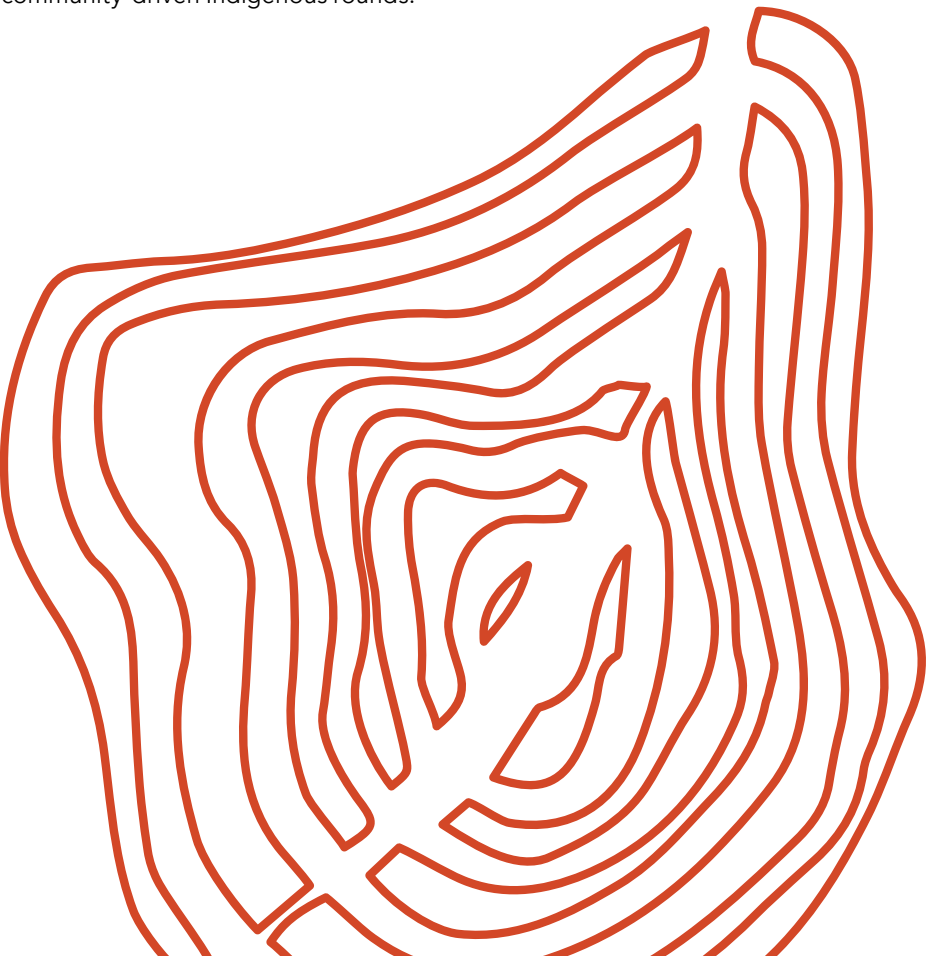
Through the annual Dreamtime matches (AFL and AFLW), and NAIDOC week round, the Club will unite the Club’s membership base, and wider supporter network, in celebration and recognition of Indigenous cultures. This will include social media, targeted events, and support of community-driven Indigenous rounds.

Institutional Integrity

Through the activation of a Sports Reconciliation Industry Network Group (RING) the Club will actively support industry-driven reconciliation work. Independently, the Club will publicly support the Constitutional Reform as a genuine way to unite the nation and advance reconciliation.

Historical Acceptance

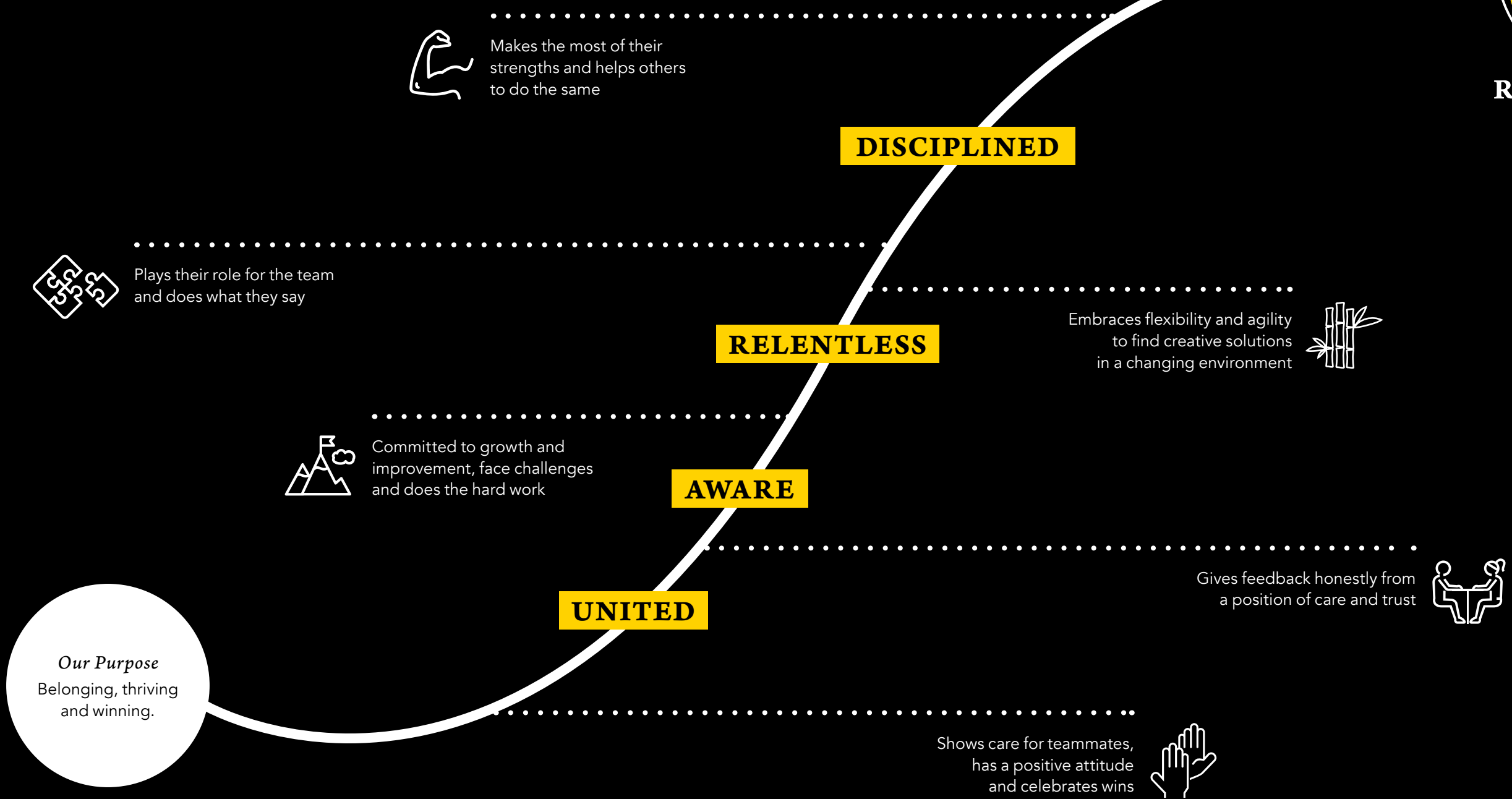
Starting with a robust internal truth telling and cultural education program, the Club will increase understanding of the past policies and practices that continue to impact the lives and cultures of Indigenous peoples. This knowledge will then be shared with the Club’s partners and members through targeted events surrounding the Dreamtime matches, and NAIDOC round.



OUR CLUB VALUES

Reconciliation Roadmap

Our work in the reconciliation space is challenging, requiring us to challenge perspectives, and learn new ways of thinking. Our roadmap to success is guided by our Club values, which keep us hungry and humble to be our best, both on and off the field.



OUR RECONCILIATION ROADMAP

TARGETS AND ACTIONS

The actions and measurable targets listed on the following pages form a body of work that will contribute to advancing the Club's vision for reconciliation. The first section contains transformational targets that relate to the Club's transformation project. The second section contains targets that elevate the Club's business as usual within the reconciliation space. The targets are organised around the four Club values: relentless, united, aware, and disciplined.

Transformation Project

Relentless Transforming sport through purposeful anti-racism work, including sharing knowledge and resources to educate and upskill the sporting community, improving race relations across the industry.

Business As Usual

United Implementing robust policies, and targeted professional development to build capacity, and create a united community of reconciliation best-practice.

Aware Building a culturally aware Club with a deep understanding of Aboriginal and Torres Strait Islander histories and cultures.

Disciplined Recognising our role as reconciliation leaders within the sport industry, being disciplined in our approach to internal governance and network building.



TRANSFORMATION PROJECT: RELENTLESS

Transform our game by creating a safe playing field for all

Our transformation project focuses on one of the most challenging and pressing issues facing our industry – cultural safety. A culturally safe industry empowers and welcomes Aboriginal and Torres Strait Islander peoples to express their identities and cultures without threat of racism or discrimination. The contribution of Aboriginal and Torres Strait Islander peoples has been a significant driver in the success of Richmond, both on and off field. Ensuring that our industry, and our Club are culturally safe, is of paramount importance.

The actions we will undertake through our transformation project have been aligned with the United Nations Declaration On The Rights Of Indigenous Peoples, and in particular will contribute to and progress articles 2, 3 and 18 within our industry and sphere of influence.

United Nations Declaration On The Rights Of Indigenous Peoples

Through our transformation project, we will promote cultural safety in our industry through 3 areas of influence:

AREA OF INFLUENCE	ACTION
Internal (within our Club)	We will create a Richmond Football Club Aboriginal and Torres Strait Islander People Policy. This policy will expand on the anti-discrimination clause in the Club's existing Human Resources Policy and will recognise the specific cultural safety needs of Aboriginal and Torres Strait Islander players and employees. This policy will be co-designed with our Aboriginal and Torres Strait Islander staff to ensure it reflects their experiences.
Industry (The Australian Football League)	We will create an industry inclusive anti-racism framework, to share with other AFL clubs. This framework is unique because it is developed from Club level, rather than industry level (AFL). This is important because it is player-centric, being co-designed by industry experts (External RAP Advisory Board), Richmond AFL, AFL and VFL players, their families, and communities.
Public (members of broader sporting community within Australia, including spectators, members and grassroots organisations, not limited to AFL)	<p>We will develop a free, publicly accessible digital resource platform that fosters cultural safety in sport. This platform will be an interactive website hosted separately to the Richmond Football Club website. The platform will feature video content, downloadable resources, knowledge tests and other materials designed to increase the cultural competency of members of the public who are engaged with sport. The resources will be developed in partnership with our RAP Advisory Board following extensive research to determine relevant cultural safety concerns and priority areas. The platform will be designed to evolve with new resources added as priority areas change.</p> <p>We will launch the digital platform alongside Dreamtime 2025 and introduce it to the public through a targeted marketing campaign designed to drive engagement with the resources.</p>

Key Milestones				Completion dates
	PHASE 1: CONDUCT RESEARCH	PHASE 2: DEVELOPMENT	PHASE 3: LAUNCH	PHASE 4: EVALUATION
Internal Policy	Dec 2023	Oct 2024	Oct 2024	Jun 2026
Industry Framework	Nov 2024	Jul 2025	Nov 2025	Jun 2026
Digital Platform and Campaign	Dec 2023	Jan 2024-Apr 2025	May 2025	Jun 2026

Success Measures

This project will be evaluated through an Indigenous Theory of Change methodology that will capture the voices and experiences of multiple stakeholders involved with the project. The transformation project will be evaluated using both quantitative and qualitative methods. Interactions with the digital resource will be tracked and feedback on resources will be gathered through the digital platform. Semi-structured interviews will be conducted with key stakeholders involved in the co-design process for the resource, these interviews will interrogate the process used to create the resource, and the key learnings that were gained about cultural safety within sport. The Dreamtime survey will be the external data collection point for transformative learning about cultural safety. This will be administered after the Dreamtime games in 2024, 2025 and 2026.

Goals

2023-2026	2026-2029	2030 and beyond
<p>- Introduce a non-competitive approach to sharing knowledge about creating culturally safe spaces within elite sporting environments</p> <p>- Facilitate challenging conversations about cultural safety within the sports industry</p> <p>- Provide an approachable source of cultural safety learning for the general public, including sporting fans, members and grassroots/community leagues, and drive engagement</p>	<p>- Facilitate an industry-wide collaborative approach to the ongoing preservation of cultural safety in sport including the development of new co-designed resources</p> <p>- Explore cross-code partnerships and international collaborations to expand our knowledge of and approach to cultural safety in sport</p>	<p>- Create an equal playing field, where Aboriginal and Torres Strait Islander peoples feel safe and secure in their identity, culture, and community and play sport in spaces that are free from racism and discrimination</p>

Sharing information about how cultural safety is cultivated within an elite sporting environment adds risk to our core business; to win football games. Richmond Football Club is best placed to change this practice because we have evidence showing that the Club, through the work of the Korin Gamadji Institute, has been transformed into a culturally safe and welcoming environment for Indigenous peoples. This evidence was collected by Nga Yarra research through the ten-year evaluation of the impact and influence of the work of the Korin Gamadji Institute. A comprehensive review of over 100 datasets, collected between 2011- 2023, identified cultural safety as the key driver of success for Indigenous youth programs at the Club. The review also identified a correlation between the number of Indigenous players at the Club, and the establishment of the KGI. Those players who debuted after the establishment of the KGI, (2011 – 2023) account for 38% of the total number of Indigenous players to debut for the Club from 1968 – 2010. Furthermore, these players combined, have played more games, including premierships.

This project primarily addresses race relations, one of the five dimensions of reconciliation. Through the creation of a free-access cultural safety education resource, this project will challenge and test the conditions that enable racism to persist within the sporting industry. In addition to targeting race relations, it is expected that this education resource will also promote unity, and historical acceptance.

Central to the development of this transformation project is self-determination, whereby Aboriginal and Torres Strait Islander peoples are active decision makers within all aspects of the RAP, and the transformation project. The digital resource will be co-designed with Club Aboriginal and Torres Strait Islander players and staff. This group will receive expert guidance from the RAP External Advisory Board who bring a wealth of experience in the areas of racism and sport, and education. In addition, the transformation project will be subjected to rigorous testing and feedback sessions with the Aboriginal and Torres Strait Islander stakeholders impacted by each deliverable, allowing these stakeholders to determine the effectiveness of the project in improving their experience of cultural safety within the industry. Each deliverable will include continuous improvement measures and require ongoing consultation with Aboriginal and Torres Strait Islander stakeholders beyond the development phase, to ensure the policy, framework and digital resource remain responsive to Aboriginal and Torres Strait Islander voices once implemented.

This transformation project is unique in its non-competitive approach to sharing knowledge about creating culturally safe spaces within elite sporting environments. Richmond Football Club is a leader within the reconciliation space, something that we feel uncomfortable owning. The humble and hungry approach to our work has maintained our focus and cemented our commitment to reconciliation. However, this approach also limits our ability to lead other sports organisations, something that is required of an Elevate RAP organisation.

In the short term, through the creation of our open-access digital cultural safety resource, the Club will facilitate challenging conversations about cultural safety within the sports industry and provide through a sporting lens an approachable source of cultural safety learning for the general public, including football fans, members and community leagues.

The long-term aim of this work is to remove competition as a barrier to improving race relations within the AFL. In doing so, we create a cultural safety movement that is driven by players and utilises the collective agency of AFL players to make social change.

This project will be evaluated through an Indigenous Theory of Change methodology that will capture the voices and experiences of multiple stakeholders involved with and impacted by the project. The transformation project will be evaluated using both quantitative and qualitative methods. Interactions with the digital resource will be tracked and feedback on resources will be gathered through the digital platform. Semi-structured interviews will be conducted with key stakeholders involved in the co-design process for the resource, these interviews will interrogate the process used to create the resource, and the key learnings that were gained about cultural safety within sport. The Dreamtime survey will be the external data collection point for transformative learning about cultural safety. This will be administered after the Dreamtime games in 2024, 2025 and 2026. The internal Richmond Football Club Aboriginal and Torres Strait Islander People Policy will be evaluated through annual staff engagement survey data, Workplace RAP Barometer survey data, employment targets in addition to semi-structured feedback sessions with staff and players in 2024, 2025 and 2026. Our industry inclusive Anti-Racism Framework will need to be evaluated over a number of years in order to determine the impact. Interviews will be conducted with members of the Sports RING Network in May 2026 (6-months post the launch of the framework) to determine early feedback. Further evaluation of the framework, including consultation with Indigenous Player Development Managers and review of AFL Players Association data, will be undertaken in our next RAP.

Punt Road Oval Redevelopment, including new William Cooper Centre for Aboriginal and Torres Strait Islander cultural leadership.

Although the proposed Punt Road redevelopment falls outside the scope of this RAP, the work of our transformation project will ensure that on completion, the William Cooper Centre and the Club continues to be a place of cultural safety and strength for Aboriginal and Torres Strait Islander people. As we move towards the establishment of our new facility, which will take place during the lifecycle of this RAP, we will provide updates to the William Cooper family trust, about key learnings from our internal work on anti-racism, and our external work on cultural safety within sport.





FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Create a Richmond Football Club Aboriginal and Torres Strait Islander People Policy.	Dec 2023	Indigenous Projects Executive	Review existing Human Resources Policy, research and evaluate against Aboriginal and Torres Strait Islander-specific anti-discrimination and cultural safety considerations.
		General Manager Human Resources	Evaluate the suitability of an external whistle-blower agency for staff to report racism and discrimination.
		General Manager Human Resources	Evaluate the suitability of existing EAP services for Aboriginal and Torres Strait Islander staff.
	Dec 2023	Director Indigenous Leadership / General Manager Human Resources	Create a new Club policy that includes a detailed internal complaints procedure, culturally appropriate support services for staff, eSafety provisions, and internal anti-racism training. This will include whistle-blower provisions from an external Aboriginal and Torres Strait Islander provider.
Drive change in sporting sector through the introduction of an industry inclusive anti-racism framework, built in partnership with players, other sporting clubs and Aboriginal and Torres Strait Islander industry experts.	Sep 2023	Indigenous Projects Executive	Review a range of industry-specific racism and discrimination policies, including those of other sporting Clubs (where available).
	Apr 2024	Indigenous Projects Executive	Conduct a literature review of anti-racism research by the Australian Human Rights Commission, and other key researchers.
	Nov 2024	Director Indigenous Leadership	Interview key stakeholders at other sporting Clubs who have successfully implemented an anti-racism framework. This will include cross-code interviews, and global perspectives from other sporting Clubs with significant First Nation's representation.
	Jul 2025	Director Indigenous Leadership	Draft Richmond Football Club anti-racism framework and distribute to Reconciliation Advisory Board for feedback.
	Jul 2025	Director Indigenous Leadership	Develop evaluation process in partnership with Reconciliation Advisory Board outlining qualitative and quantitative methods to determine effectiveness.
	Aug 2025	Indigenous Projects Executive	Provide anti-racism framework to Reconciliation Australia on completion.
	Nov 2025	Director Indigenous Leadership	Launch Club anti-racism framework at Sport RING event and make publicly available through the digital resource platform. Review annually.
	Nov 2025	Indigenous Projects Executive	Develop and implement a communication plan to promote the framework to our networks and the broader sporting community.
	Jan 2026	Indigenous Projects Executive	Arrange with Reconciliation Australia to present on anti-racism framework development and implementation at a RAP leadership gathering or RAP network event

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Develop a free, public access digital resource platform that fosters cultural safety in sport.	May 2026	Director Indigenous Leadership / Indigenous Projects Executive	Conduct interviews with Sports RING members to evaluate early impacts and obtain feedback on the framework post-implementation
	Dec 2023	Director Indigenous Leadership/ Indigenous Projects Executive	Conduct three stakeholder group interviews to establish the key outcomes and direction for the resource. Group 1 – Community Elders and leaders Group 2 – AFL, AFLW and VFL Indigenous players. Group 3 – Subject matter experts and academics.
	Jan 2024	Director Indigenous Leadership	Shortlist external web developers to manage the production of the resource, prioritising candidates based on cultural safety/sensitivity, in addition to technical ability
	Mar 2024	Director Indigenous Leadership	Analyse the learnings from the stakeholder interviews, and work with the Reconciliation Advisory Board to develop a framework for the resource.
	Apr 2024	Director Indigenous Leadership	Brief chosen provider to begin web development based on resource framework
	Apr 2024	Director Indigenous Leadership	Source and brief a selection of key influencers, both Aboriginal and Torres Strait Islander and non-Indigenous, to create the content and deliver the messaging that will be featured on the digital resource.
	Aug 2025	Director Indigenous Leadership	Develop evaluation process in partnership with the Reconciliation Advisory Board to determine resource effectiveness and cultural safety impacts amongst the general public.
	Sep 2024	Indigenous Projects Executive	Develop a 6-week marketing campaign, targeted to non-Indigenous members of the public, to direct traffic to the digital platform (once launched) and highlight cultural safety priority areas based on stakeholder interview findings.
	Sep 2024	Indigenous Projects Executive / Chief Marketing Officer	Develop a complimentary marketing campaign to be integrated into existing Richmond member/ supporter communication touch points including member newsletters, Roar Store marketing and game day assets.
	Nov 2024	Chief Marketing Officer / Indigenous Projects Executive	Engage a digital marketing agency to design all campaign assets.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
	Mar 2025	Chief Marketing Officer / Director Indigenous Leadership	Conduct final consultation prior to the resource launch with the three stakeholder groups from initial stakeholder interviews. Group 1 – Community Elders and leaders Group 2 – AFL, AFLW and VFL Indigenous players Group 3 – Subject matter experts and academics
	May 2025	Chief Marketing Officer	Publish the digital platform in a publicly accessible online location
	May 2025	Indigenous Projects Executive	Brief digital marketing agency to roll out campaign and report on results.
	May 2025	Head of Events	Host a launch event to introduce the new digital platform to key stakeholders, industry representatives, community members and members of the RAP network.





BUSINESS AS USUAL: UNITED

Build and maintain strong relationships.

The purpose of the actions in this section is to create empowered staff who can actively contribute to reconciliation. This will be achieved by strengthening governance of the RAP, with all departments assuming responsibility for advancing RAP targets. In addition, we will review Club cultural training and related staff policies and procedures. We will formalise existing key business partnerships, implement a review process to monitor the health of these partnerships and ensure mutual benefit is at the core of these relationships.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Strengthen and grow relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2023	Director Indigenous Leadership	Audit, review and extend (where appropriate) existing partnership agreements with Aboriginal and Torres Strait Islander organisations in the areas in which the Club conducts business (Melbourne, Albury/Wodonga, Mildura). Identify areas for growth, and development.
	Dec 2023	Director Indigenous Leadership	Formalise partnerships with: - Kinaway Chamber of Commerce – procurement partner - Ngali – innovation partner - Wukalina Walk – youth leadership partner
	Dec 2024	Director Indigenous Leadership	Develop an Aboriginal and Torres Strait Islander partnerships framework outlining guidelines for community engagement, local area knowledge, monitoring processes and support/grievance procedures.
	May 2024	General Manager Commercial Operations and Stakeholder Engagement	Establish non-commercial partnerships with <i>Treaty for Victoria</i> and <i>Reconciliation Australia</i> for the purpose of amplifying key messaging during Dreamtime week.
Build trusted relationships through celebrating National Reconciliation Week (NRW).	May, annually	Chief Marketing Officer	Circulate information to all staff on the importance of reconciliation to the Club’s past, present and future.
		Indigenous Projects Executive	Circulate Reconciliation Australia’s NRW resources and an event schedule to all staff including Dreamtime at the ‘G activities.
	May-Jun, annually	Head of Sustainability	Ensure all Reconciliation Management Team members participate in two or more external NRW events.
		Indigenous Projects Executive	Encourage and support staff and senior leaders to participate in at least 1 external event to recognise and celebrate NRW.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Promote reconciliation through our sphere of influence.		Head of Sustainability	Each department to organise one event during the week of Dreamtime at the ‘G’ which promotes the annual NRW theme, each year: - All Staff Event – Bunjil Lunch (Human Resources) - Member Engagement – Open Training (Consumer) - Stakeholder Gathering including key Indigenous community members (Commercial / Events) - Yarning Circle (Football) - Social Media Campaign (Communications and Marketing) - Management Development Session (Aligned Leisure) - Staff vs Students Traditional Aboriginal Games (Richmond Institute)
		Indigenous Projects Executive	Host an all staff NRW learning session featuring a guest speaker and including a reflection on key learnings from Dreamtime at the ‘G.
		Indigenous Projects Executive	Register our NRW events on Reconciliation Australia’s NRW website .
	Dec 2023	Indigenous Projects Executive	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.
	Jun, annually	Chief Marketing Officer	Publish clear statements of the Club’s reconciliation position on Club website and social media pages alongside: - January 26 (annually) - National Reconciliation Week (annually) - AFL Dreamtime at the ‘G (annually) - The Voice Referendum (date to be announced) Statement to be supported by senior leaders and Club representatives during public appearances/interviews that coincide with these events.
	Oct, annually	Chief Marketing Officer	Provide internal resourcing and support to Richmond Aboriginal and Torres Strait Islander staff enabling them to provide advisory support to at least two external Club partners.
	Jul 2023	Chief Marketing Officer	Implement an internal and external strategy to educate and build awareness surrounding ‘The Voice Referendum’, in consultation with key Aboriginal and Torres Strait Islander stakeholders.
	Jul 2023	Chief Marketing Officer	Amplify the launch of the Club RAP through digital and social platforms, drawing attention to the key messaging.
	May, annually	Director Indigenous Leadership	Ensure Reconciliation Management Team attend at least two RAP Leadership Gatherings per year.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
	May and Sep, annually	Chief Marketing Officer and General Manager Consumer Business	Continue to deliver annual AFL and AFLW Dreamtime matches, using these events to celebrate and raise awareness of Aboriginal and Torres Strait Islander peoples, cultures and history, including through: <ul style="list-style-type: none"> - The development of Dreamtime guernsies and merchandise showcasing Aboriginal and Torres Strait Islander artwork and storytelling - Featuring cultural performance during the pre-game celebrations with a significant in-person and television audience - Offering a Dreamtime membership with proceeds going to KGI programs - Hosting community connection events alongside each match including key Aboriginal and Torres Strait Islander Elders and stakeholders
	Oct, annually	General Manager Consumer Business	Ensure Traditional Place Names are included on all membership mailouts and packages.
Promote positive race relations through anti-discrimination strategies.	Feb and Oct, annually	Director Indigenous Leadership	Provide ongoing education to senior leaders on the effects of racism through presentations at SMT meetings, at least twice annually, and as required alongside key incidents or events.
	Dec, annually	Director Indigenous Leadership	Publicly support anti-discrimination, anti-racism and education campaigns led by the AFL, Reconciliation Australia and other peak bodies.
Engage Club partners and the broader sports community to share learnings, collaborate, and support each other throughout the reconciliation journey.	Jul 2023	Indigenous Projects Executive	Reconvene the Sports Reconciliation Industry Network Group (RING) and host bi-annual meetings.
	Dec 2023	Indigenous Projects Executive	Review charter for the Sports RING and amend to reflect renewed purpose.
	Apr 2024	General Manager Commercial Operations and Stakeholder Engagement	Amend Club partnership induction process to provide: <ul style="list-style-type: none"> - Introduction to the digital resource platform (once developed) and access to partner specific resources - Explanation of the RAP program - Introduction to RAP support contacts
	Jul 2024	General Manager Commercial Operations and Stakeholder Engagement	Review Club partnership agreements to include termination clause in the event of a conflicting interest with regards to the Club's reconciliation values.
	Mar 2025	General Manager Commercial Operations and Stakeholder Engagement / Director Indigenous Leadership	Create at least one partnership agreement with another sporting organisation that supports reconciliation.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
	Mar-Apr, annually	Director Indigenous Leadership	Identify at least one initiative each year to collaborate with the broader AFL industry on reconciliation-associated activities.
Advance relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians through learnings and measures relating to voice, self-determination and truth telling.	May and Sep, annually	General Manager Commercial Operations and Stakeholder Engagement	Leverage Indigenous themed games to inspire conversation across the AFL industry on key Aboriginal and Torres Strait Islander affairs by sharing messaging around truth telling, treaty, racism and voice on social media and throughout match day assets.
	May 2024	Head of Commercial Development	Establish an Indigenous coterie group to facilitate networking and economic participation opportunities between Indigenous and non-Indigenous businesses.
	Dec 2024	General Manager Aligned Leisure and Education	Develop and implement a plan for Richmond Institute that strengthens Indigenous education, experiences, and voice of Indigenous students.
Model and promote best-practice standards of respect and collaboration with Aboriginal and Torres Strait Islander businesses.	Mar, annually	Director Indigenous Leadership	In partnership with Ngali, host the 'Together We Create' Indigenous business showcase, providing a platform for Blak businesses to showcase their work and explore commercial opportunities.
		Senior Partnerships Manager	Invite appropriate partners of Richmond Football Club to sponsor key components of the event and provide mentorship throughout the project on best practice partnerships.
	Mar 2024	Chief Marketing Officer	Develop media stories, videos and social media content to highlight key learnings, share insights and increase exposure for Indigenous business.
		General Manager Human Resources	Amend Volunteer Leave policy to: <ul style="list-style-type: none"> - include five Indigenous businesses on the list of approved organisations - incorporate Volunteer Leave intentions into existing goals and performance review process - set a target of at least 10% of staff utilising their Volunteer Leave within an Indigenous business per year

BUSINESS AS USUAL: AWARE

Build a culturally aware Club with a deep understanding of Aboriginal and Torres Strait Islander histories and cultures.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through experiential learning opportunities, training, and targeted communications.	May 2024	Director of Indigenous Leadership / General Manager Human Resources	Develop a revised multi-dimensional Cultural Training Strategy that incorporates: - Mandatory induction videos - Formal training experiences both online and in person delivered in consultation with Aboriginal and Torres Strait Islander advisors - Department specific resources - Player education plan - Advanced learning strategy for Board, Reconciliation Management Team, HR staff, SMT and EMT - Minimum of 2 external presentations to staff/players per year - Development of an assessment tool to review individual cultural competency levels periodically alongside existing performance review procedures - Annual review process
	Dec, annually	General Manager Human Resources	Ensure a minimum 70% cultural training completion rate for all full and part time staff members across online and face-to-face delivery models
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	May 2024	Director Indigenous Leadership	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by developing and implementing a Cultural Protocols Policy, including: - Tailored cultural requirements for local communities - Welcome to Country guidelines for all significant events - Acknowledgement guidelines for all other events (board meetings, minor events, external events held onsite)
	Mar, May, Sep, Oct, annually	Head of Events	Deliver a Welcome to Country at four significant Club events per year, AFL round one, Dreamtime at the ‘G President’s Function, AFLW Dreamtime game and Jack Dyer Medal.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Celebrate Aboriginal and Torres Strait Islander cultures and histories through NAIDOC Week activities.	Jul, annually	Indigenous Projects Executive	Circulate an event schedule promoting internal and external events.
	Jul, annually	Indigenous Projects Executive	Ensure attendance at an external NAIDOC Week event with a minimum 50% of Club full time and part time staff.
	Jul, annually	Chief Marketing Officer	Develop and execute an external communications plan, aligned with the annual theme, to promote NAIDOC Week through our social and digital channels.
	Jul, annually	Director Indigenous Leadership	All Reconciliation Management Team members to attend at least 1 external NAIDOC Week event (e.g. guest lecture).
	Jul, annually	General Manager Commercial Operations and Stakeholder Engagement	Host an internal NAIDOC Week activity inviting Aboriginal and Torres Strait Islander community members, Club partners and other stakeholders.
	Jun 2024	General Manager Human Resources	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week events. This includes player and staff appearances at partner events.
Implement practices and policies that improve the holistic wellbeing for Aboriginal and Torres Strait Islander employees.	May 2024	Director Indigenous Leadership / General Manager Human Resources	Amend RFC Leave Policy to reflect the following inclusions: - Incorporate floating public holidays, including an option to reallocate leave on 26 January - Provide three cultural leave days for Indigenous staff
	Oct, annually	Chief Financial Officer	Fund an annual ‘On Country’ social and emotional wellbeing retreat for Aboriginal and Torres Strait Islander staff and players.
Demonstrate respect and care for the land and Country, and implement practices that support the Club’s aspiration of becoming net-zero by 2040.	Dec 2023	Head of Sustainability	Explore measurable and verified Indigenous carbon offsetting projects with high environmental integrity, and develop MoUs or partnership agreements with Indigenous led organisations that are working in the space of engagement (such as the Aboriginal Carbon Foundation)
	Dec 2023	Head of Sustainability	Ensure the Club’s redevelopment is market leading with at least a 5 star energy efficiency rating.
	Jul 2024	Head of Sustainability	Audit the Club’s Environmental Sustainability Action Plan making adjustments to include recognition of Traditional Land Owners, and customary lore.

BUSINESS AS USUAL: DISCIPLINED

Recognising our role as reconciliation leaders within the sport industry, being disciplined in our approach to internal governance and network building.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Strengthen governance structures to regulate commercial and non-commercial Club contracts that reference Aboriginal or Torres Strait Islander peoples, and/or cultures.	Oct 2023	General Manager Commercial Operations and Stakeholder Engagement	Review all Club contracts that reference Aboriginal and Torres Strait Islander peoples, culture, or programs, such as commercial and non-commercial partnership agreements, and identify deliverables requiring cultural consent e.g. cultural appearances.
	Oct 2023	General Manager Commercial Operations and Stakeholder Engagement	Implement an Indigenous approval process guaranteeing cultural consent on matters that involve or impact Aboriginal and Torres Strait Islander peoples.
	Nov 2023	General Manager Commercial Operations and Stakeholder Engagement	Ensure all commercial contracts identify how funds will be distributed to Aboriginal and Torres Strait Islander peoples.
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	May 2024	Director Indigenous Leadership / General Manager Human Resources	In consultation with existing First Nations staff, review and update Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy with a focus on departments with low representation.
	Dec 2025	General Manager Human Resources	Increase Aboriginal and Torres Strait Islander employment at the Club to 7% by 2025 (from 6% currently) and specifically, in roles outside of KGI to 5% (from 4% currently).
	Dec 2023	General Manager Human Resources	Support Indigenous alumni from KGI, MITS and Richmond Institute towards further education and career opportunities by offering: - Flexible work arrangements to undertake study - Access to traineeships internally and through Club partners - Communication of key opportunities such as grants and scholarships - Access to career counselling service
	Dec, annually	General Manager Human Resources	Maintain an Aboriginal and Torres Strait Islander talent pool for vacancies and actively advertise positions through Aboriginal and Torres Strait Islander networks.

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Embed Aboriginal and Torres Strait Islander peoples in decision-making across all levels of the business.	Dec 2023	CEO	Review acquisition strategy and include a process to identify Aboriginal or Torres Strait Islander candidates for senior leadership (including Board) positions.
	Feb 2024	CEO	Review and amend Richmond Constitution to ensure mandatory Aboriginal or Torres Strait Islander representation on the Board and Senior Management Team.
	Jul 2024	General Manager Human Resources	Conduct a risk assessment around Aboriginal and Torres Strait Islander staff succession planning and amend Club's Risk Management policy accordingly.
Strengthen the agency and voice of Aboriginal and Torres Strait Islander players and employees.	Feb, annually	General Manager Human Resources / Director Indigenous Leadership	Ensure career development and wellbeing plans are in place for all Aboriginal and Torres Strait Islander employees and players.
	Feb, annually	General Manager Human Resources / Director Indigenous Leadership	Ensure culturally appropriate support is available to employees and players, including access to an Indigenous psychologist, Indigenous player development manager, mentors and Elders.
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Oct 2023	Chief Financial Officer	Review existing Procurement Policy and preferred supplier list and amend to reflect the following priorities: - Club partner organisations with a Reconciliation Action Plan; nib, Alanah and Madeline Foundation, AG Coombs. - Indigenous owned and operated businesses; - 5% total spend on Aboriginal and Torres Strait Islander businesses, in addition to KGI program delivery costs
	Oct 2023	General Manager Human Resources	Amend induction procedures to ensure all relevant staff: - undertake training through Kinaway Chamber of Commerce in contracting Aboriginal and Torres Strait Islander businesses - undertake training in respecting Aboriginal and Torres Strait Islander intellectual property
	Oct 2023	Chief Operating Officer	Review and amend Richmond's existing tender and procurement procedures to include best practice engagement guidelines and Indigenous business outcomes.
	Oct, annually	Chief Operating Officer	Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses, including: - wukalina Walk, annual paid walks for stakeholder groups - Koorie Heritage Trust, preferred cultural training and cultural gift provider - Aboriginal and Torres Strait Islander artists and performers for various match day activations e.g. Djirri Djirri dancers - Aboriginal and Torres Strait Islander presenters for KGI program delivery e.g. Kiilalaana Foundation, Boys to the Bush

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Deliver best-practice Indigenous led programs that improve the health and wellbeing of Aboriginal and Torres Strait Islander youth.	Oct, annually	Chief Financial Officer	Maintain internal resourcing of the Korin Gamadji Institute to ensure quality program development and delivery.
	Jan 2024	Director Indigenous Leadership	Develop a 10-year vision and key performance indicators for the KGI.
	Jan 2024	Director Indigenous Leadership	Engage Indigenous consultants, including a psychologist and researcher, to strengthen program frameworks and inform youth engagement.
	Dec, annually	Director Indigenous Leadership	Conduct annual review of KGI youth programs to ensure continued quality, relevance and appropriateness, by evaluating survey data from program participants, staff and community stakeholders.
	Dec, annually	Director Indigenous Leadership	Engage at least 500 young people to participate in the KGI programs each year.
	Dec 2023	General Manager Football talent / Director Indigenous Leadership	Review the Next Generation Academy Program (Elite sport pathway program for Indigenous talent). Identifying ways to increase participation for female athletes and provide alternate pathways for athletes who are not drafted.
	Jul 2023	Director Indigenous Leadership	Include two permanent seats on the Reconciliation Advisory Board for Aboriginal and Torres Strait Islander youth representatives.
Establish and maintain the Reconciliation Management Team (RMT) and Reconciliation Advisory Board (RAB) to drive governance of the RAP.	Jul 2023	Indigenous Projects Executive	Replace the RAP Working Group with the Reconciliation Management Team (RMT) to align with internal business structures and elevate to include Senior Management representation across all departments.
	Dec, annually	Indigenous Projects Executive	Maintain Aboriginal and Torres Strait Islander representation on the RMT.
	Dec, annually	Indigenous Projects Executive	Maintain an internal RAP Champion from senior management.
	Jul 2023	Indigenous Projects Executive	Review and amend RAP Working Group Terms of Reference to reflect the new Reconciliation Management Team's purpose and function
	Oct, annually	Indigenous Projects Executive	Reconciliation Management Team to meet bi-monthly to report on progress against RAP targets.
	Feb, Jun, Oct, annually	Indigenous Projects Executive	Reconciliation Advisory Board to meet 3 times per year to monitor vision and cultural integrity of RAP.
	Dec 2025	Indigenous Projects Executive	Scope expansion of the Reconciliation Advisory Board to include an AFL and AFLW player, a male youth representative and other industry experts (e.g. media) as deemed necessary

FOCUS AREA	TIMEFRAME	RESPONSIBILITY	ACTIVITY
Provide appropriate support for effective implementation of RAP commitments.	Oct, annually	Director Indigenous Leadership	Embed RAP actions/targets/responsibilities in position descriptions and reportable KPIs across all departments, including managers and other relevant roles.
	Oct, annually	Chief Financial Officer	Review budget departments and ensure allocation is provided for minimum 5% total spend on Indigenous business.
	Oct, annually	Chief Financial Officer	Ensure a dedicated budget is provided for RAP specific activities to be reviewed annually based on planned activities in consultation with the Director of Indigenous Leadership.
	Mar 2023	Director Indigenous Leadership	Continue to employ an Indigenous Projects Executive to oversee implementation of the RAP, monitor progress and work with departments to ensure completion of all targets.
	Dec 2023	Indigenous Projects Executive	Develop and maintain a RAP resource section on the internal staff SharePoint to house key policies, information, training tools and reports.
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Feb, Jun, Oct, annually	Director Indigenous Leadership	Submit RAP progress report to Richmond Board 3 times annually following the meeting of the Reconciliation Advisory Board.
	Jan, Apr, Jul and Sep, annually	Indigenous Projects Executive	Report on RAP progress to all staff and senior leaders quarterly.
	Jan, Apr, Jul and Sep, annually	Indigenous Projects Executive	Meet quarterly with Reconciliation Australia to report on progress against RAP commitments.
	Nov, annually	Indigenous Projects Executive	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
	May, biennially	Indigenous Projects Executive	Ensure minimum of 70% full and part time employees participate in Reconciliation Australia's biennial Workplace RAP Barometer.
	Nov, annually	Director Indigenous Leadership	Prepare an annual RAP Progress Report for submission to the Richmond Board and to be made publicly available via the Club's website.
	Nov, annually	Director Indigenous Leadership	Consult with Indigenous staff annually for feedback on RAP Progress Report.
	Jun 2026	Indigenous Projects Executive	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.
	Jun 2026	Indigenous Projects Executive	Conduct an independent limited assurance report at the conclusion of this RAP
	Jan 2026	Indigenous Projects Executive	Continue our reconciliation journey by registering via Reconciliation Australia to develop our next RAP

IMPACT MEASURES

To measure the impact of this RAP the Richmond Football Club will utilise new and existing measures that reflect the way that our business operates.

The impact of the actions within the Transformation Project will be evaluated using an Indigenous Theory of Change methodology, incorporating both qualitative and quantitative methods, and will be matched to the key stakeholders for the activity.

Each deliverable will be assessed through targeted focus group feedback and interviews, and the collective of survey data from various sources. Focus groups will be coordinated by an external research agency, who will be employed through a tender process.

TRANSFORMATION DELIVERABLE	QUALITATIVE EVALUATION MEASURES	QUANTITATIVE EVALUATION MEASURES
Deliverable 1: Richmond Football Club Aboriginal and Torres Strait Islander People Policy	Focus group feedback from internal Aboriginal and Torres Strait Islander staff and players	- Richmond Football Club staff engagement survey - Workplace RAP Barometer survey - RFC employment data
Deliverable 2: AFL industry inclusive anti-racism framework	Focus group feedback from other sporting codes who choose to participate in the Sport Reconciliation Industry Network	- Industry-wide survey including Indigenous Player Development Managers - AFL Players Association data
Deliverable 3: Digital resource and marketing campaign	Stakeholder group interviews as follows: Group 1 – Community Elders and leaders Group 2 – AFL, AFLW and VFL Indigenous players Group 3 – Subject matter experts and academics	- Online metrics built into the platform to capture and report on strengths, weaknesses and engagement data - Social media metrics to capture and report on the marketing campaign - Consumer surveys built into both the online platform and the social media campaign to capture feedback about suitability and accessibility. The above data will be captured by the external agency who manage the campaign and the resource.

The actions contained within the Business-as-Usual section of the RAP will be measured according to the activity, and will include:

- Richmond Football Club staff engagement survey	- Korin Gamadji Institute Theory of Change
- Dreamtime member survey	- Richmond Football Club social media metrics
- Aboriginal and Torres Strait Islander staff feedback	- Workplace RAP Barometer

ALIGNMENT TO THE SUSTAINABLE DEVELOPMENT GOALS (SGDS)

The United Nation’s Sustainable Development Goals (SDGs) are 17 universal interlinked goals aimed at achieving significant social, economic, and environmental change by tackling the world’s most pressing challenges by 2030. The SDG global framework provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

Richmond’s RAP supports the SDGs by contributing to the following five goals. The targets and indicators of the SDGs will also be used when evaluating and reporting on the RAP.

SDG Targets

The following are the SDG Targets that align to the actions and targets within our RAP.



Goal 3 – Good Health and Wellbeing
Ensure healthy lives and promote well-being for all at all ages

- By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol



Goal 4 – Quality Education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship
- Build and upgrade education facilities that are child, disability, and gender sensitive and provide safe, non-violent, inclusive, and effective learning environments for all



Goal 5 – Gender Equality
Achieve gender equality and empower all women and girls

- End all forms of discrimination against all women and girls everywhere
- Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



Goal 10 – Reduced Inequalities
Reduce inequality within and among countries

- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard



Goal 16 – Peace, Justice, and Strong Institutions
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels

- Ensure responsive, inclusive, participatory, and representative decision-making at all levels
- Promote and enforce non-discriminatory laws and policies for sustainable development



ACHIEVEMENTS BY COMPLETION OF THIS RAP

This Reconciliation Action Plan focuses the work of the Richmond Football Club and reminds us of our core responsibility to our Aboriginal and Torres Strait Islander peoples.

Our ultimate achievement will be for all Richmond Football Club staff, players, stakeholders, members, and supporters to know and support our RAP vision.

Outside of the Club we have some practical goals that will positively impact the wider sporting industry. We will:

- Provide the wider sporting industry with a free digital resource that can be used to embed culturally safe practices within Club policies and practices.
- Strengthen and support the work of Aboriginal and Torres Strait Islander peoples by providing clear and concise information to our supporter base on both the Voice and Treaty processes.

- Facilitate honest dialogue about the reality of racism within sport, and the need to protect the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples.

- Normalise expressions of culture, and conversations about issues of importance to Aboriginal and Torres Strait Islander peoples in match-day experiences.

- Show awareness of our environmental footprint through increased sustainability measures across all match-day experiences, and Club events.

- Actively model the value of embedding Aboriginal and Torres Strait Islander voice in all decision-making processes across the Club.

CONSTITUTIONAL REFORM

Empowering and listening to Indigenous voices has made Richmond a better Club. The voices of Indigenous youth guide the work of the Club's Korin Gamadji Institute. The voices of Indigenous leader's steer and govern our reconciliation work. The voices of our staff and players guide our everyday actions and interactions.

Through listening to these voices, our Club is richer, more connected, and culturally safe. Evidenced by our success on the field, and through the work of the Korin Gamadji Institute, we know that listening to Indigenous voices has strengthened our Club both on and off the field.

The lived experience of our football club means we fully support the Voice to Parliament and proposed constitutional reform. The targets within this plan affirm our long-term commitment to enshrining Indigenous voice within our Club governance, programming, and day to day business.

By sharing our lived experience through our transformational leadership project, we invite the wider Richmond Football community to take a strong and bold approach to reconciliation.

