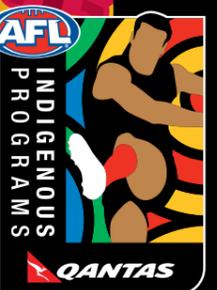


The AFL enables, engages,
leads and coordinates to increase
knowledge, equity and respect.



Our Philosophy

Two Worlds – One Game

The AFL and AFL Foundation are committed to partnerships with Indigenous communities.

On the football field, our Indigenous players bring different perspectives from their own distinct cultures. These cultures connect to add a new dynamic to Australian Football.

The game allows for a unique exchange between the Indigenous world and the non-Indigenous world. The AFL wants to employ this philosophy within all areas of our business.

For our partnership to work both Indigenous and non-Indigenous people need to embrace the best from both worlds. We all have different responsibilities but are working towards a common objective.



Andrew Demetriou
CEO AFL



Jason Mifsud
CEO AFL Foundation

**Mutual Responsibility,
Mutual Benefit**

Indigenous

- Educate community
- Strengthen identity
- Enhance skills
- Active decision making
- Governance and management

Partnership

- Engage Community
- Develop Skills
- Lead and Coordinate
- Celebrate Culture

Non-Indigenous

- Acknowledge and celebrate difference
- Respect Indigenous contribution
- Cultural development
- Inclusive decision making
- Culturally respectful environment

Transparent, Accountable, Sustainable

**Equal Opportunities,
Equal Outcomes**

Our Practice

We recognise the reciprocal influence and contribution of Indigenous and non-Indigenous peoples. The underpinning principle of the framework is a partnership between the AFL and Indigenous peoples.

Four pillars underpin our partnership

Engage Community

- Build relationships with local Indigenous communities and organisations
- Recognise Indigenous people as equal partners
- Educate the community
- Include Indigenous people in decision making

Develop Skills

- Enable non-Indigenous people to be culturally respectful and to embrace Indigenous protocol
- Enable Indigenous people to excel in AFL affiliated organisations

Partnership

The partnership is based on acknowledgement, equity, respect and mutually beneficial outcomes.

Our Partnership builds on the AFL's Racial and Religious Vilification Policy.

Lead and Coordinate

- Accelerate Indigenous leadership skills
- Acknowledge incremental achievements
- Create a culture of learning and improvement
- Enable communication among our partners

Celebrate Culture

- Educate the broader community about Indigenous heritage and culture
- Engage Indigenous artists and performers
- Celebrate Indigenous events such as Reconciliation and NAIDOC weeks



Our Policy

Statement of Commitment

The AFL's commitment to acknowledge, to recognise, to develop communities and progress reconciliation will be administrated through our Indigenous Framework and our Indigenous Programs.

- Acknowledge:**
- The AFL acknowledges Indigenous Australians are Traditional Custodians of this land and have been practicing culture for over 60,000 years.
 - The AFL acknowledges and respects the customs, values and traditions of Indigenous people and their special relationship with the land.

- Recognise:**
- The AFL recognises Indigenous peoples' contribution to Australian Football and their importance to the growth of the game.
 - The AFL values and benefits from the skills, knowledge, experience and culture of Indigenous people.
 - We recognise family life is the core of Aboriginal community life and these relationships involve particular sets of social and cultural obligations.

- Community Development:**
- The AFL seeks to use Australian Football as the vehicle to improve the quality of life in communities throughout Australia.
 - We are dedicated to building pathways for a greater depth of talent, participation and fans in Indigenous communities.
 - We are committed to working in partnership with Indigenous people and other stakeholders to improve:
 - employment,
 - education,
 - health and participation outcomes for Indigenous people and their communities at a local level.

- Reconciliation:**
- The AFL will promote Indigenous and non Indigenous people working together to progress reconciliation. Reconciliation will be achieved when there is respect for and recognition of cultural diversity.
 - We are committed to the reduction of racism and discrimination; all our community must enjoy equal rights and be treated with equal respect. This is exemplified by our award winning Religious and Racial Vilification policy.



Protocols

Our protocols assist us to deliver our commitment and enable our partnership.

Practice Culture State and local protocols are observed. Indigenous peoples are not all the same. Each community has their own distinct cultural practices that are constantly evolving.

Identity The term Indigenous is used throughout our documents to represent the 320 nations and many different language groups that comprise Australia's Aboriginal and Torres Strait Islander peoples. We respect Indigenous peoples' right to name themselves as they choose and have adopted the use of Indigenous as a respectful inclusive term.

Local Knowledge The local Indigenous community and Indigenous players are recognised as the primary source of advice in relation to Indigenous programs. Communication and negotiation is extended to all relevant established community organisations and groups.

Relationships Invest in relationships at the beginning.

Respect The AFL promotes the inclusion of cultural appreciation and awareness across the industry.

Evaluation The Framework is a living document subject to evaluation and review. We invite you to contribute to our partnership.

The AFL and AFL Foundation are committed to partnerships with Indigenous communities. We believe that Indigenous people significantly influence and contribute to our game. Our Indigenous framework is designed to ensure this contribution grows stronger in the future. Our framework outlines the principles behind our programs; reciprocal partnership, respect, mutual responsibility and mutual benefit. The AFL and AFL Foundation believe these principles must be considered when we evaluate the effectiveness of our programs.

Our Indigenous programs are about building greater access to our game and using our game to increase opportunities for Indigenous Australians. We aim to support better sporting, leadership, education and employment outcomes for Indigenous people across Australia, as well as benefitting from the unique talent and culture that Indigenous people can bring to all areas of our business.

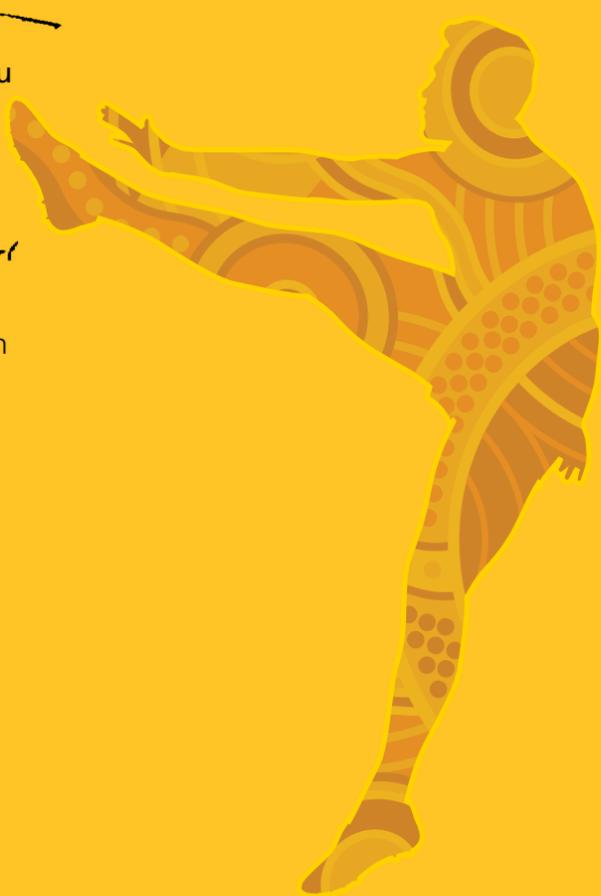
These programs have been developed, implemented and expanded with the support of our corporate, broadcast and community partners as well as federal, state and local governments and their agencies. We are continuing to explore ways we can work together in the future.



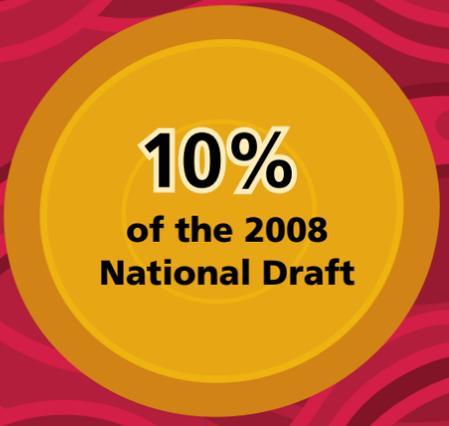
Andrew Demetriou
CEO AFL



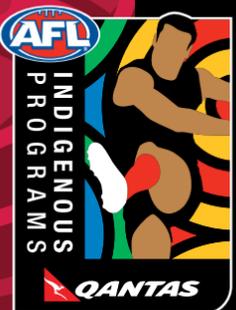
Jason Mifsud
CEO AFL Foundation



In 2009 Indigenous people represent



Australian Football is the sport of choice for Indigenous Australians



The AFL and the Indigenous Community

Our partnerships: engage communities, develop skills, lead, coordinate and celebrate culture

Club Fostership

- The AFL supports Clubs in developing partnerships with communities, government and corporate partners
- Program aims to deliver mutual benefits and opportunities for the Club and the community

Indigenous Events

- Various AFL events that celebrate the games' connection with Indigenous Australia and promote Indigenous heritage, culture and achievement
- Includes the Dreamtime at the G match between Essendon and Richmond

Kickstart

- An introductory participation program for boys and girls that promotes education, healthy lifestyle and leadership
- Includes Qantas AFL KickStart Camp for participants that show leadership, talent and a commitment to education

Flying Boomerangs

- Personal development and leadership program for selected participants from the Qantas AFL KickStart program
- Includes a three match series against international teams and completion of Certificate II in Indigenous Leadership

Australian Community

5 - 15 year old participants

15 - 16 year old participants

AFL Clubs

AFL Indigenous Players

- Biennial players' camp conducted by the AFL and the AFLPA focusing on career development and leadership
- Culminates in the Qantas AFL Indigenous All Stars Match against an AFL Club

AFL Indigenous Players

- Program works with players to develop mentoring and leadership skills
- Players then mentor young Indigenous people throughout Australia.

Secondary students

- Australian Football partners with selected schools across Australia with the aim of increasing Indigenous participation in sport, school attendance and completion rates

Indigenous Academies

to promote Indigenous employment across the industry

Indigenous All Stars

Ambassadors For Life

- Designed to create employment opportunities in Australian Football programs and to promote Indigenous employment across the industry
- Targets 4% off-field Indigenous workforce across AFL and State Affiliates by 2012
- AFL SportsReady facilitates around 100 Indigenous traineeships each year

Indigenous Employment Strategy

Increased employment creates a greater connection to community and increases participation in AFL programs



Summary of the KPMG evaluation of the Rio Tinto and AFL Partnership

KPMG was engaged to conduct the review of the Footy Means Business™ program in accordance with the Rio Tinto Services Limited and Australian Football League Partnering Agreement. This review report is not able to be made public as it includes commercially sensitive information.

The key objective of the review was to evaluate the performance of the partnering relationship and the program against any milestones and targets that have been agreed by the parties' and to provide observations and recommendations which could strengthen both the relationship and the program outcomes. Please find a summary of the key findings of the review as well as the specific recommendations with respect to mentoring.

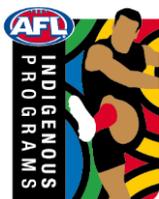
Key findings concerning the partnership

The 'Footy Means Business™' Program has been conceived and developed by two powerful and resourceful organisations who share a commitment to reconciliation and take their position as leaders and role models in the community seriously. AFL football has broad coverage across rural and remote Australia, and the game, the brand and its players have proven to be powerful drivers of participation, behaviour and change. Rio Tinto is active in large parts of remote and regional Australia and has a long history and proud record of engaging and working in partnership with indigenous communities.

The program is supported by passionate and committed staff, who have drawn on the strength of their relationships, trust and goodwill, underpinned by a shared commitment to deliver the Program's objectives. This review has identified areas for strengthening the partnership and the Program. In order to achieve the full potential of the program, more structure to the relationship, including formalised governance arrangements, and greater rigour in the design, implementation and evaluation of the program itself, are required.

Conversations with senior leaders, Board members and Commissioners, reveal a commitment to the program and its objectives, and an acknowledgement of the potential power of the partnership between Rio Tinto and the AFL. What is striking in these conversations is the shared aspiration by this group of leaders, about the potential of this partnership – beyond the specific objectives of the Footy Means Business™ Program. Both Rio Tinto and AFL leaders value the program for its contribution to reconciliation through community engagement, inclusion and sharing value, but also because it makes 'good business sense.' The first steps in achieving this potential are to ensure that:

- The objectives of both parties are defined and understood;
- The program model is consistent with these objectives; and
- Governance arrangements support resource allocation, decision making and continuous improvement.



Key findings concerning Mentoring

Mentoring Program	Evaluation of mentoring
<p>Under the guidelines of the program mentoring is included as:</p> <ul style="list-style-type: none"> • Mentoring from the AFL’s team of past AFL Indigenous players during the FMB camps in Sydney and Melbourne; • Player mentoring – the AFL will use its best endeavours to coordinate the AFL current player Ambassador Program to mentor participants. The AFL will endeavour to ensure that 25 of the participants with exceptional football talent will receive aspiration phone calls from players 6 times a year; Leadership development programs will include engagement with recognised Indigenous leaders; • AFL will liaise with Rio Tinto to ensure arrangements are made for face to face contact with Rio Tinto personnel when participants are chosen from relevant regions / sites and where participants express an interest in employment with Rio Tinto or its suppliers. 	<ul style="list-style-type: none"> • Mentoring plays an important part in the development of the young men who progress through the program. While the frequency of contact between mentors and mentees has not been consistent, consultations with stakeholders indicate that the mentoring relationship has been critical to the success of individuals in gaining employment. • Mentoring at the two camps seems to be working well, however mentoring outside of the camps has not been as successful. It has been emphasised that it is the participants responsibility to contact their mentors, however the majority fail to make the first contact and some fail to call their mentors back. Both Rio Tinto and the AFL are continually evolving how best to manage the mentoring aspect of the program. To date, mentors have been sourced exclusively from the AFL and are current paid AFL staff. They have this role on top of their current full time positions, which makes it difficult to provide the necessary support to participants. • Further work and analysis is required concerning the mentoring aspects of the program to identify if mentoring is the best mechanism to support the participants, or if a buddy type approach, or a mixture of both, may lead to better outcomes. • If deemed an important part of the program mentor training and support should be designed and provided to acknowledge the importance of the role and the specific skills required. This should be marketed within both the AFL and Rio Tinto as an important contributor to the leadership and development of their staff.

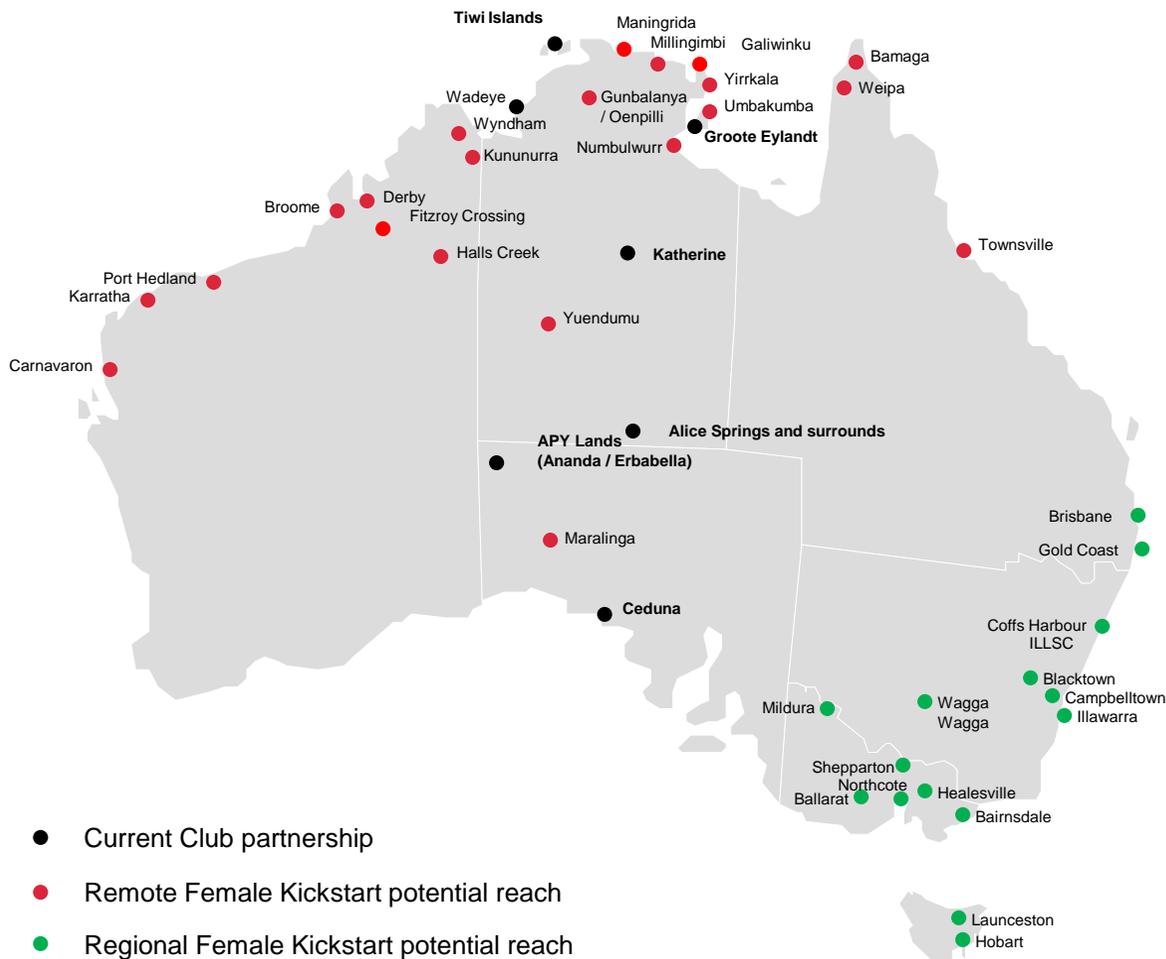


AFL and Indigenous Australia

Presentation to FaHCSIA

November 2012

New model - We want to enhance our program to enable greater reach for female participants

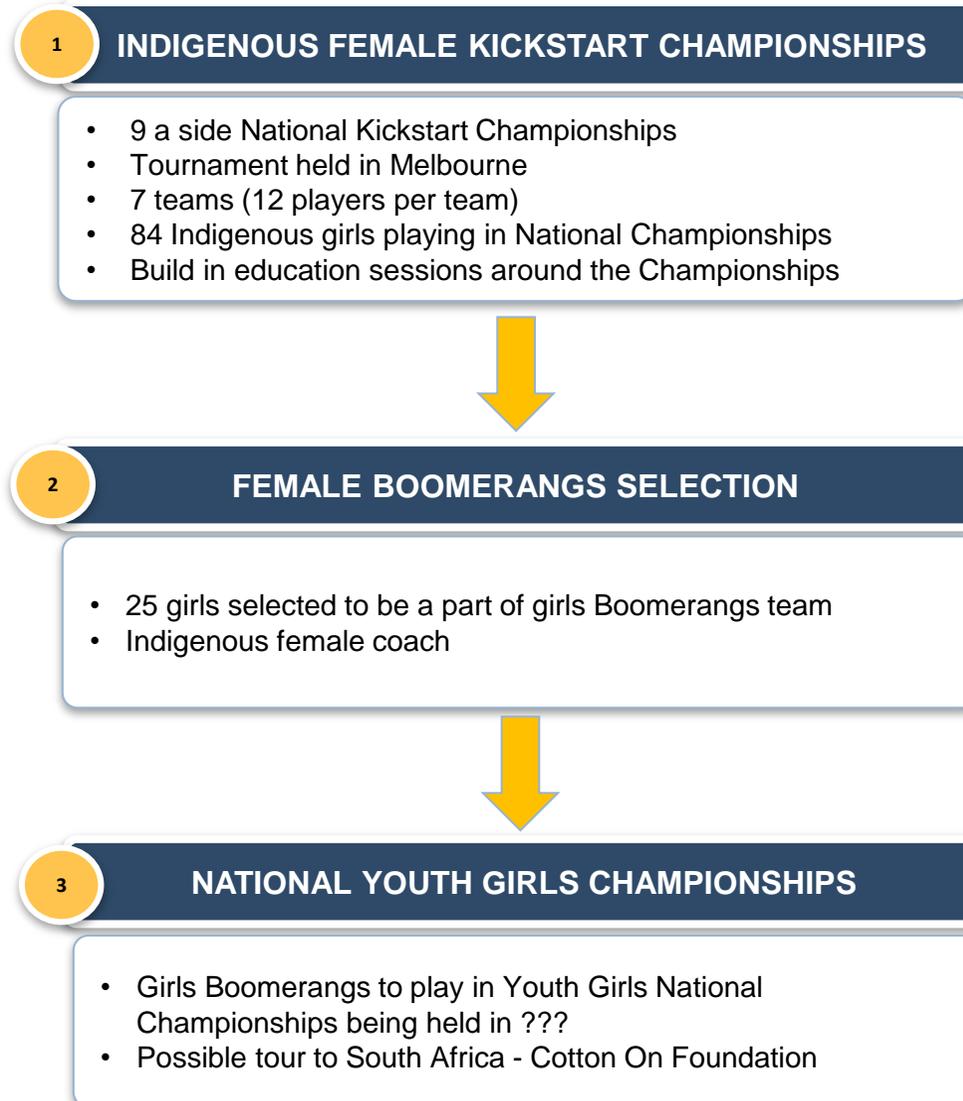


FEMALE KICKSTART TARGETS KEY REGIONAL AND REMOTE AREAS-

Objectives and Aspirations

- Annual engagement of X number of young Indigenous females in the program.
- 25 young Indigenous females engaged in a high performance football program which also includes education, leadership and cultural sessions.
- Grow the participation levels of young Indigenous females in the talent pathway.

PROGRAM MODEL



IMPLEMENTING THE PROGRAM

EVENT	DETAILS	RESPONSIBILITIES
<p>STATE SELECTIONS</p>	<p>Each State will hold trials / competition to select their 12 representatives from.</p>	
<p>NATIONAL GIRLS KICKSTART CHAMPIONSHIPS</p>	<p>States will travel to the National Female Kickstart Championships being held in Melbourne in ???</p>	
<p>FEMALE BOOMERANGS SELECTION</p>	<p>From the Championships, 25 girls will be selected to be a part of the Female Boomerangs Squad. This team will also feature and Indigenous female coach.</p>	
<p>NATIONAL GIRLS YOUTH CHAMPIONSHIPS</p>	<p>The Boomerangs Squad will participate in the National Girls Youth Championships being held in ??? in ???.</p>	

WEEKLY ITINERARY

Footy Means Business Perth 2012								
	Wednesday 14th	Thursday 15th	Friday 16th	Saturday 17th	Sunday 18th	Monday 19th	Tuesday 20th	
Themes for the day	Communication	Communication	Decision Making	Identity (Mark Y-P)	Identity	Resilience	Communication	
6:00am	Participants, Staff arrive, Checking, Medical Screening, Airport pickup's at Beatty Lodge	Sleep recovery	Sleep recovery	Sleep recovery	Sleep recovery	Sleep recovery	Sleep recovery	
7:00am		Recovery	Breakfast Dinning room	Breakfast Dinning room	Breakfast Dinning room	Recovery	Breakfast Dinning room	
8:00am		Breakfast Dinning room			Transfer to Recovery Cottlesloe Beach			
9:00am		Game Ed (Coaches) Medical Screening(Nig,Nick)	Football Training at Leederville Oval (Coaches)	Employment Opportunity ?? (Julie,jimmy,Dennis)	Recovery at Cottlesloe Beach	Game Review & Training Sumner room & Leederville Oval	Review of Program (Footy, Employment)	
10:00am								Recovery at Beatty Park Leisure Centre
11:00am								
12:00pm	Lunch at Beatty Lodge	Lunch at Beatty Lodge	Lunch at Beatty Lodge	Lunch at Beatty Lodge		Lunch at Beatty Lodge	Lunch at Beatty Lodge	
1:00pm	Hand out Apparel at Beatty Lodge	Bus Transfer to RIO TINTO	Decision Making Sumner room (CJ)	Pre Match Preparation		Activity Mandurah	Bus Transfer to RIO TINTO??	Participants, Staff depart for Airport to go home
2:00pm		Visit to Rio Tinto Employment opportunity (julie,jimmy,Dennis)	Bus Transfer to school	School visit clinics			Walk to Leederville Oval	
3:00pm	Transfer to Beatty Lodge		Game at Leederville Oval Northern Vs Southern 4x20min QTR					
4:00pm				Reflection Sumner room (CJ)				
5:00pm	Transfer to Beatty Lodge							
6:00pm	Dinner at Beatty Lodge Dining room	Dinner at Beatty Lodge Dining room	Dinner at Beatty Lodge Dining room	Dinner at Beatty Lodge Dining room or at Leederville Oval	Dinner at Freo		Dinner at Beatty Lodge Dining room	
7:00pm	Participant & Staff induction at Beatty Lodge Sumner Room	R&R Beatty Lodge Sumner room	Game Ed team Sumner & Dinning rooms meeting(Coaches)	Identity Sumner room (Mark Y-P)	Free time around Freo	Resilience Sumner room (X)		
8:00pm		Communication Beatty Lodge Sumner room (Andy)	Decision Making Sumner room (CJ)					
9:00pm		Bed & Staff Catch-up	Bed & Staff Catch-up	Staff catch up	Bed & Staff Catch-up	Transfer to Beatty Lodge	Last words from staff???	
10:00pm	Bed & Staff Catch-up			Bed		Bed & Staff Catch-up	Bed & Staff Catch-up	
11:00pm						Bed & Staff Catch-up		



BUDGET : 9 A SIDE

ITEM	COST
Flights to Melbourne (from each capital city, based on 15 travellers)	\$38,790
Accommodation in Melbourne (based on 15 travellers, including breakfast)	\$8,155
Meals (lunches & dinner)	\$
Uniform Costs	\$
Venue / Ground Hire	\$
Bus Hire	\$
Tournament Running Costs	\$
TOTAL	\$

BUDGET : FULL TEAMS

ITEM	COST
Flights to Melbourne (from each capital city, based on 25 travellers)	\$
Accommodation in Melbourne (based on 25 travellers, including breakfast)	\$
Meals (lunches & dinner)	\$
Uniform Costs	\$
Venue / Ground Hire	\$
Bus Hire	\$
Tournament Running Costs	\$
TOTAL	\$



AFL and Indigenous Australia

September 2012

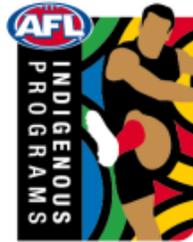
Australian Football – a vehicle for social change

- The popularity of Australian football affords the AFL a leadership role within the community. We have the capacity to influence social attitudes, add significant value to community development programs have a strong history of leading proactive change to produce greater social cohesion, with an impact far beyond the game.
- Research has found that sport and recreation has the potential to positively influence social and health indicators in Indigenous communities.
- Sport plays an important role in creating ‘social capital’ and helping communities develop trust, openness and respect for different individuals and groups. This can lead to greater cooperation and a higher level of unity and social cohesion within those communities.
- The AFL have a strong partnership with the Indigenous community and we believe that Indigenous people significantly influence and contribute to our game. Our Indigenous Framework and suite of programs is designed to ensure this contribution grows stronger in the future and outlines the principles behind our programs; reciprocal partnership, respect, mutual responsibility and mutual benefit. The AFL believe these must be considered when we evaluate our programs.
- Playing, coaching and administering the game develops many transferable skills such as communication, decision making, resilience and team work as well as influencing Indigenous community issues such as health, leadership, education, training and employment. A critical component to achieving such outcomes is long-term sustainability of programs through whole-of-community support and a partnership approach.
- Australian football is a powerful vehicle to increase opportunities for Aboriginal and Torres Strait Islander people and we aim to support better sporting, health, leadership, education and employment outcomes for Indigenous people across Australia.

Summary

<p>Indigenous people and culture are central to “Australia’s Game”</p>	<p>Indigenous participation in AFL has grown 15% p.a. since 2008 ; 100,000 engaged annually</p>	<p>Indigenous employment has grown to 10% of playing lists and 3% of administration employees</p>	<p>We have established a strong partnership with indigenous communities</p>	
<p>AFL delivers a broad spread of indigenous programs</p>	<p>Raise awareness through high profile events – Dreamtime, Indigenous Round, Indigenous All-stars</p>	<p>Promote participation and role models – Kickstart/Flying Boomerangs</p>	<p>Facilitate employment and professional development – NT Thunder, Footy Means Business and over 80 indigenous trainees</p>	<p>Promote healthy lifestyles and community development – No School No Play, LEL, PACE</p>
<p>There are some outstanding case studies with high impact</p>	<p>APY Lands program helped reduce petrol sniffing with over 500 males and females engaged in sporting activity</p>	<p>NT Thunder is a high profile, successful NEAFL team supporting 110 players and providing local employment opportunities</p>	<p>“Footy Means Business” program helps mentor over 150 dedicated, young indigenous men build their professional careers</p>	<p>AFL SportsReady has facilitated traineeships for over 1,100 young indigenous Australians</p>
<p>We have four priority areas that make a significant difference</p>	<p>Competition development in priority remote areas – APY lands, North West WA, Cape York</p>	<p>Expanded engagement and participation programs in high indigenous population regions in VIC, TAS, NSW and SE QLD</p>	<p>Female indigenous participation -Female Kickstart, Female Boomerangs</p>	<p>Leadership and professional development – Indigenous Coaching, Mentoring and Indigenous Executive Leadership Program</p>
<p>We welcome a partnership with Federal Government to achieve this</p>	<p>Expanding AFL program into priority indigenous areas requires improved local improved engagement</p>	<p>Investment in local facilities</p>	<p>Ongoing investment required for AFL indigenous programs</p>	

AFL runs a broad spread of Indigenous programs



Elite Talent Programs



- Indigenous Talent Academies
- Indigenous Talent Pathways

National and State Programs

Footy Means Business

- Kickstart Championships
- Flying Boomerangs



Competition / Community Programs

**Learn
Earn
Legend!**

*Stay at School
Get that Job
Be a Legend*



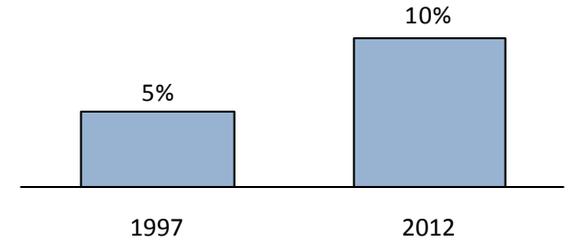
Supported by the Australian Government

AN AUSTRALIAN GOVERNMENT INITIATIVE

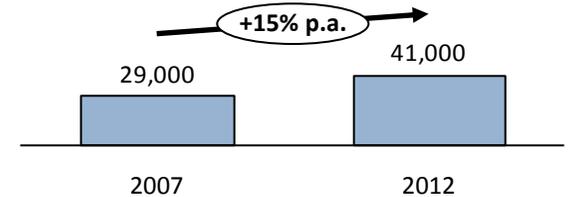
Events / Celebrations



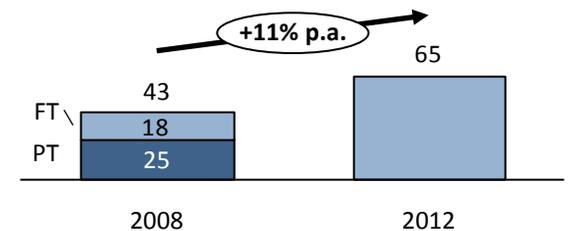
Indigenous players in AFL (% of playing list)



Indigenous participation in AFL



Indigenous employment in AFL
(Full-time, Part-time employees)



+100 Indigenous traineeships through AFL Sportsready

We have a national footprint that delivers significant outcomes

AFL SPORTSREADY



AFL SPORTSREADY INDIGENOUS EMPLOYMENT PROGRAM



Context

- AFL Sportsready established in 1994 as a national, not-for-profit Employment and Education company
- Established by a group of people associated with the AFL including Kevin Sheedy, Ian Collins, Bill Kelty and the Hon. Simon Crean MP
- Initially set up to provide education and training to assist elite footballers prepare for a career or trade post football career
- AFL Sportsready has built a strong, national presence through a productive partnership with the AFL
- Since establishment has provided 9,000 traineeships to young Australians and continues to play a key role in training, placement and mentoring of young Australians preparing for employment

- **Intent:** Provide traineeship opportunities with a focus on training and employment for young, indigenous Australians
- **Action:** Expanded existing AFL Sportsready traineeship program with a specific indigenous focus; appointed seven full-time indigenous mentors with over 60 years experience in working with young indigenous Australians to provide facilitated training, placement, mentoring and ongoing support needs; developed strong partnerships with largest AFL Club (Collingwood FC) and large Australian corporates (ANZ, Rio Tinto)
- **Results:**
 - Facilitated traineeships for 1,100 young indigenous Australians
 - 84% of 2011 graduates are currently in employment, education or training
 - Largest Group Training provider of indigenous traineeships in Victoria

There are outstanding case studies of indigenous programs with high impact

APY LANDS



FOOTY MEANS BUSINESS (AFL / RIO TINTO)



- **Intent:** Reduce harmful behavior from petrol sniffing and substance abuse and promote community development and diversion activities
- **Action:** Delivered three local, structured competitions, a schools program, healthy lifestyles education, hosted “Education, Employment and Health” week and support from AFL Club, Adelaide Crows through annual visits and player exchange
- **Results:**
 - Reduced petrol sniffing across APY Lands
 - Improved school attendance; fathers engaged in children’s education
 - Over 500 males and females engaged in structured, local sports competitions; 400 students in schools program

- **Intent:** Leadership and development program that provides career pathways, strengthens identity, develops cultural knowledge and leadership as well as transferable football skills. Targets 100% success in employment and education outcomes.
- **Action:** 50 young men engaged in program each year, two week long camps with mentoring and Rio Tinto Cup curtain raiser at Dreamtime @ G
- **Results:**
 - Significant corporate sponsorship
 - >80% engaged employment or study
 - >30 better jobs for participants including 12 within the AFL, 4 draftees 5 university commencements
 - Significant media coverage

There are many outstanding case studies of Indigenous programs with high impact

FLYING BOOMERANGS



- **Intent:** Increase representation in talented player pathway and encourage school attendance for U15 age group. Selected from Kickstart Championships
- **Action:** International tour to develop leadership and football skills and strengthen identity through cultural exchange for 25 U16 young men
- **Results:**
 - 23 drafted into AFL Clubs
 - Strong role modelling in communities
 - 15 engaged in AFL SportsReady traineeships

NT THUNDER

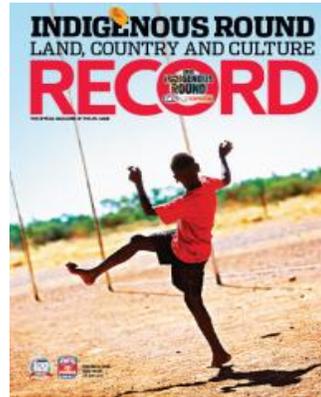


- **Intent:** Establish a team for aspiring, young Indigenous men in NT across football, employment and education
- **Action:** Established senior, U18s and U16 teams to compete in the NEAFL. Strict rules on eligibility - all players required to be engaged in work or study in order to play. Team serviced by staff team of 8 and 30 volunteers; 55% team are Indigenous.
- **Results:**
 - Won the NEAFL Grand Final
 - 110 young Indigenous men involved with club annually
 - 30 employment outcomes
 - High profile team with national exposure through Foxtel Cup

High profile platform already exists that builds national awareness and engagement



- 5.4 million TV viewers
- 303,699 attendees
- 1 million+ fans contacted
- Significant national media coverage
- Celebration of indigenous contribution to Australia's Game –
 - Dreamtime at the G
 - The Long walk
 - Welcome to Country pre-match ceremony
 - Half-time Auskick participants from indigenous communities



Key ingredients of base Indigenous programs

REMOTE COMPETITION DEVELOPMENT

- 1. Structured defined program**
 - Locally-run competition
 - Full year calendar of activities
 - Supported by local community and organisations
 - Respects culture at all levels of program delivery
- 2. Rules to participate**
 - School attendance or engaged in work
 - Participation in healthy lifestyle program
- 3. Support resources**
 - Local resources to organise competition
 - Support from national resources
- 4. Supported transition through the pathways**
 - Mentoring and personal development



NEEDS INVESTMENT:

1. Full time employee
 2. Transport (Landcruiser)
 3. Laptop
- + Oval / facilities (capital works plus ongoing maintenance fund)

INDIGENOUS ENGAGEMENT AND PARTICIPATION

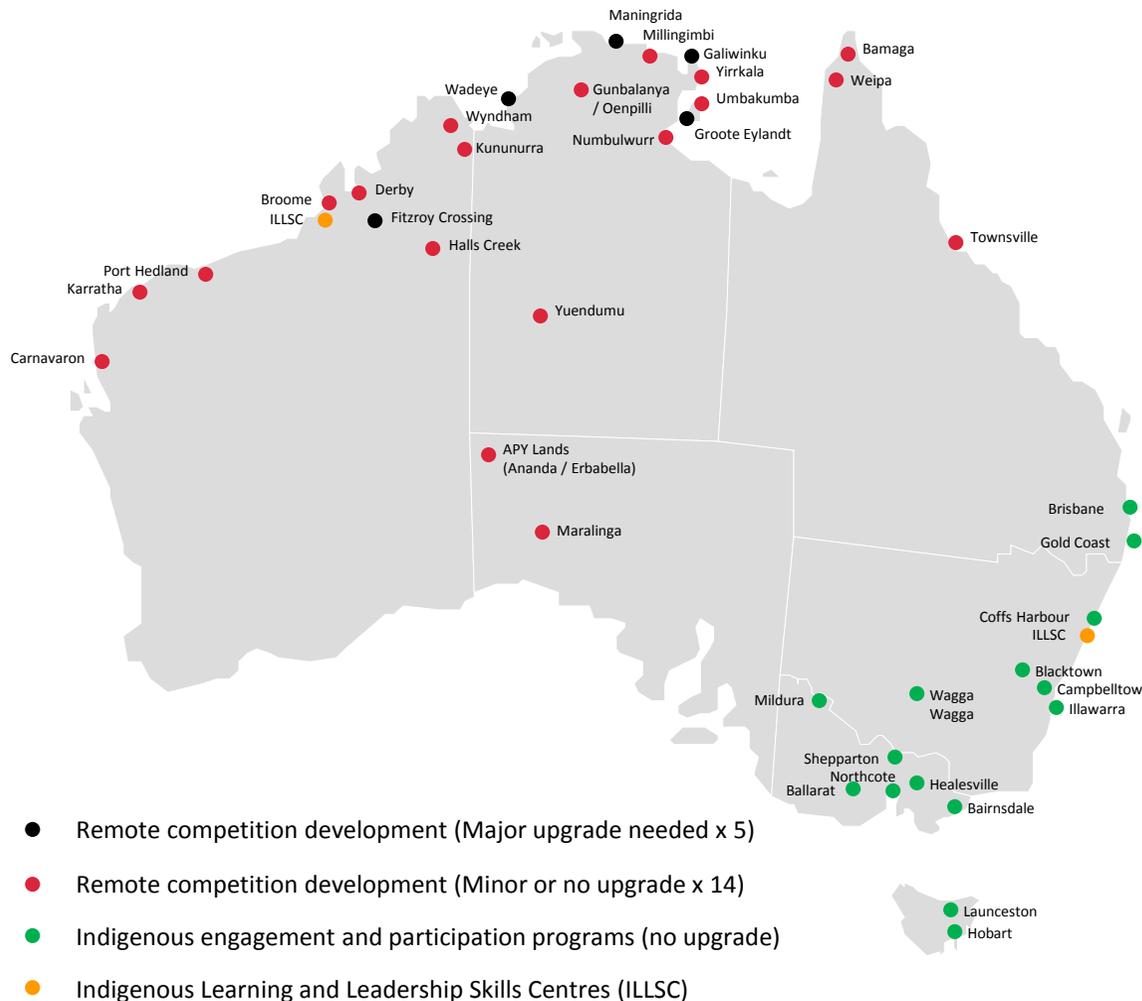
- 1. Structured defined program**
 - Elite standard skills development
- 2. Focus on community outcomes beyond football**
 - Leadership development, education and employment beyond skills development
 - Cultural and identity development
 - Participants required to give back to community through program delivery and role modelling
- 3. Support resources**
 - Led by trained staff with indigenous expertise to design and adapt program to local areas and cultural needs



NEEDS INVESTMENT:

1. Trained development officers
2. Travel, accommodation, apparel and meals costs for participants
3. Elite talent development facilities in key hubs

Growing our reach and social impact in Indigenous areas requires improved engagement



FACILITIES INVESTMENT NEEDS

- **Improved oval / facilities in remote communities with high Indigenous populations**
 - Major upgrades in 5 remote communities needed
 - Minor upgrades needed in 14 remote communities to bring facilities to basic playing standard
 - Remaining locations require no major upgrades but resources to run competition

- **In addition, potential to establish two Indigenous learning and leadership skills centres (ILLSC)**
 - “Scaled down” Michael Long NT Thunder Learning and Leadership Centre concept in Kimberley (WA) and Coffs Harbour (NSW)

- **Expanded Indigenous engagement and participation programs in high Indigenous populations in urban and regional areas – no facilities investment required**

Ongoing investment to run AFL Indigenous programs is sustainable

Priority Area	AFL Indigenous Program / Description	Investment (p.a.)	Employment
Increased development of remote competitions	<ul style="list-style-type: none"> - Remote competition development in <u>19 priority indigenous communities</u> across North-west WA, NT, SA and QLD - Simple, low-cost solution for high impact on community – full-time staff, landcruiser and laptop. 	\$xx m	xx
Expanded Indigenous engagement and participation program	<ul style="list-style-type: none"> - Targeted engagement and participation programs in <u>15 key regions</u> with high - Indigenous populations: Victoria, Tasmania , NSW ; and South East QLD - Simple low-cost solution for high impact on communities – staff and travel / accom / meals for participants. 	\$xx m	xx
Female Indigenous Participation	<ul style="list-style-type: none"> - Female Kickstart Championships: Indigenous female U18 teams selected from regional combines to represent state at national AFL 9’s championships - Female Boomerangs Program: Selected indigenous female participants to form representative team at national Women’s Championships including national tour with a three-match series 	\$xx m	xx
Indigenous leadership and professional development	<ul style="list-style-type: none"> - Indigenous Coaching Program: State-based coaching academy and scholarship program - Indigenous Executive Leadership Program - Shared services mentor program: AFL, 2nd tier and U16/18 players provide mentoring, wellbeing and cultural development 	\$xx m	xx
TOTAL (p.a.)		\$xx m	xx

26





The
Korin Gamadji
Institute
"Grow and Emerge"

LAGUNTAS – INDIGENOUS TIGERS

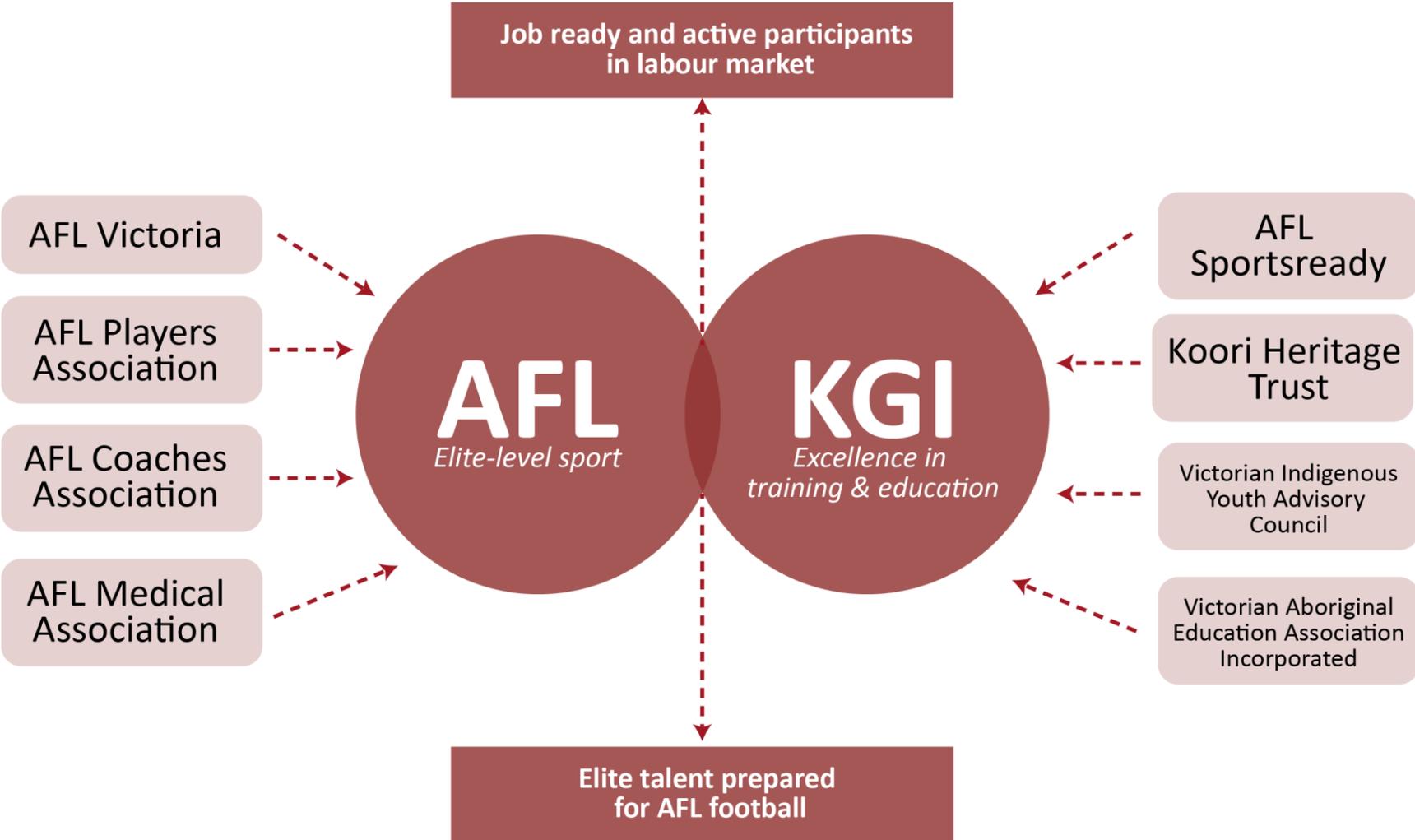
Supporting the pathway to the AFL competition while providing job-critical training and education leading to employment

Our Aspiration

- Annual engagement of 50 Aboriginal & Torres Strait Islander (ATSI) people in education, training and employment pathways.
- 40 young Indigenous men engaged in a high performance football development program to provide them with genuine access to State Leagues (VFL) & AFL pathways.
- 10 Indigenous staff provided career pathway opportunities in team support roles to facilitate the management and administration of athlete preparation, education and coaching.
- Establish confidence within the ATSI communities in Victoria in the pathway support and opportunities across the AFL industry.
- Build capacity and understanding in regional communities through football, strengthening the lives and aspirations of 50 young people through employment and mentoring whilst maintaining strong links with their home country.



Submission 020 - Attachment A



Laguntas – Objectives

- Grow the participation levels of young Indigenous people in AFL Victoria's talent pathway and the TAC Cup competition – and address a clear under representation in the pathway that is the most prevalent supplier of young talented players to the AFL.
- Fill the current talent pathway gap that exists for Indigenous players aged between 16 and 19. There are some highly effective programs capturing and nurturing both younger and older Indigenous talent.
- Provide development opportunities for Indigenous coaches, trainers, support and administration staff providing clear career transition opportunities into State League and AFL industries.
- Assist in the development of the cohort of young Indigenous people to be educated, trained and mentored out of the Korin Gamadji Institute – a culturally appropriate venue.
- Provide a unique opportunity for Australian Football and the Government to work in partnership with corporate Australia to provide meaningful opportunities to young Indigenous people.



The Korin Gamadji Institute (KGI) – Background

- The Korin Gamadji Institute (KGI) is an exciting new community organisation that is committed to providing young Indigenous people with better opportunities and choices to help them realise their potential in their work life.
- The KGI is based in the recently completed redevelopment at the Richmond Football Club at Punt Road Oval and while the KGI receives significant support from the Richmond Football Club, they are independent organisations.
- The KGI was established in 2011 by the Richmond Football Club in conjunction with the Federal Government. The charter of the KGI is to deliver an innovative and unique educational experience that provides leadership and accredited training outcomes that will transition young Indigenous people into the workplace. Critically, it is about enabling them to make a fulfilling and meaningful contribution in their work life.



Australian Rules Football & Indigenous Australia

- The AFL competition has a strong history of representation of Indigenous players within the game. The AFL wants to increase Indigenous participation in the game at both the elite and community levels.
- AFL Indigenous programs have been specifically designed to not only grow participation, but to leverage the game to promote awareness around health issues as well as create education and employment outcomes.
- In 2011, AFL Victoria's talented player pathway and the TAC Cup competition provided 39 of the 71 (55%) new players selected in the NAB AFL Draft by AFL Clubs.
- AFL Victoria recognises that this proven development program and competition need to embrace and provide greater opportunities for Victorian Indigenous players.



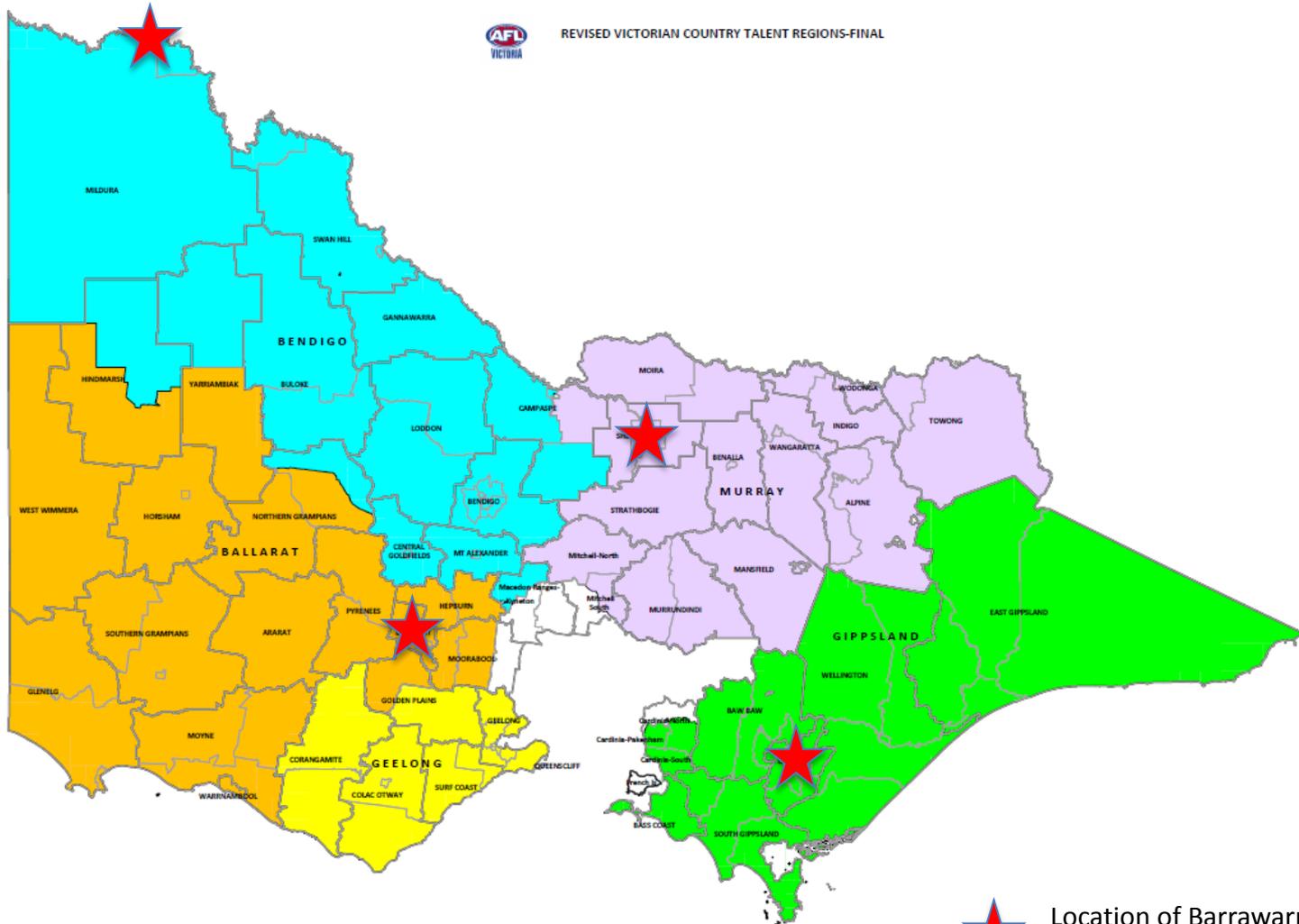
Laguntas – The Concept

- An all-Indigenous under 18 team is created to participate in a selection of games incorporated into AFL Victoria’s TAC Cup competition schedule. It is envisaged that the team would play 4-5 games per season within the TAC Cup competition program.
- Indigenous players already participating in AFL Victoria’s talent program will remain with their current TAC Cup side, however, if not selected, they would have the opportunity to play with the Laguntas team and continue to participate in the development program.
- All players representing the Laguntas team would be aligned to their respective AFL Victoria talent region which is determined by place of residence – see next slides for region maps.
- The team would be based out of the Korin Gamadji Institute at Punt Road Oval where it would train at the elite facilities of the Richmond Football Club and prepare for football while at the same time participating in accredited education and training.



AFL Vic has 12 defined talent regions, 5 are country

Submission 020 - Attachment A



REVISED VICTORIAN COUNTRY TALENT REGIONS-FINAL

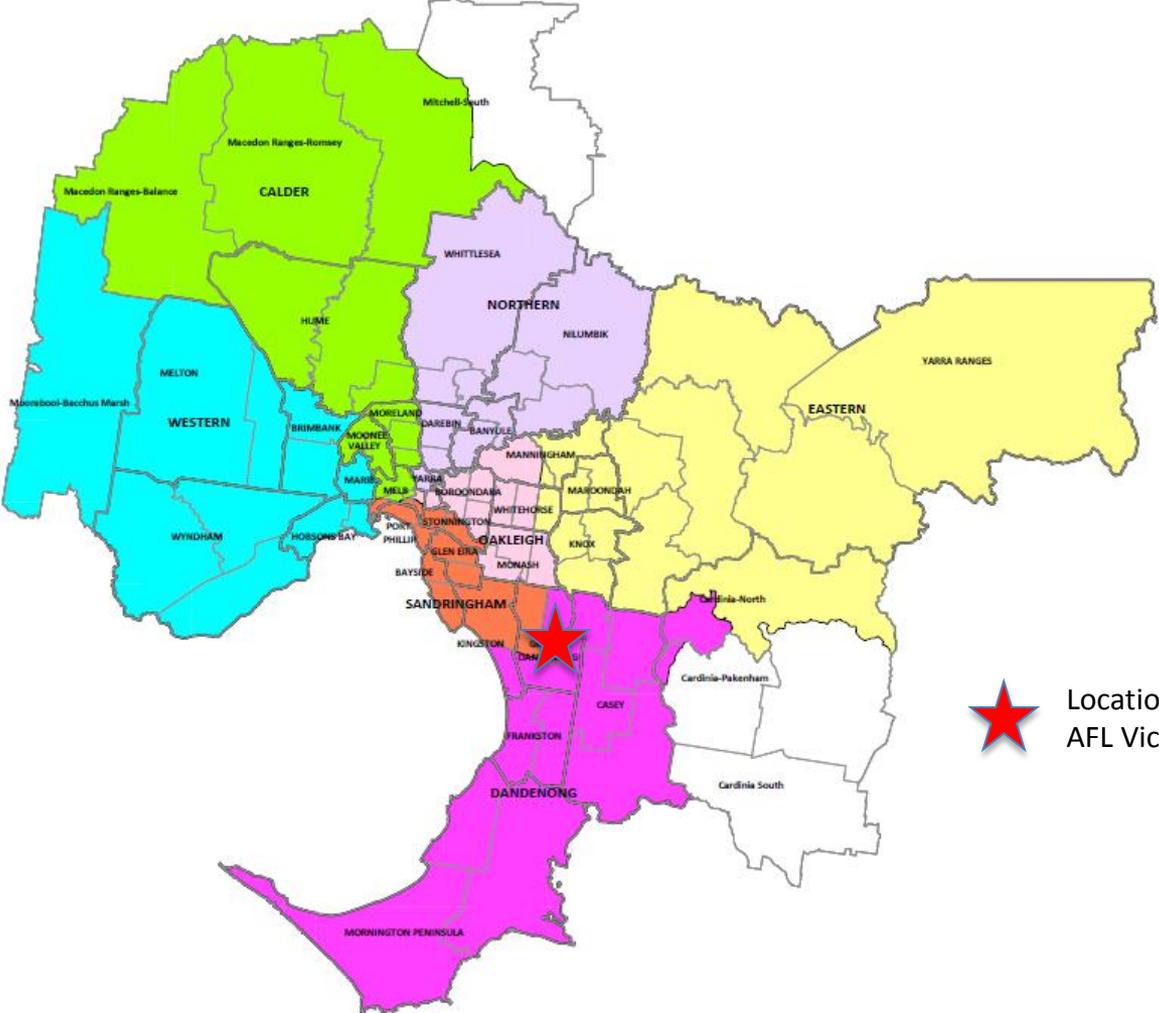


Location of Barrawarn Trainee in AFL Vic office



The Korin Gamadji Institute
"Grow and Emerge"

AFL Vic has 12 defined talent regions, 7 are metro **Submission 020 - Attachment A**



 Location of Barrawarn Trainee in AFL Vic office



Laguntas – The Concept

- KGI will partner with AFL Victoria to develop the cohort of young Indigenous talent to participate in the program. This will ensure we are supporting and enhancing existing pathways for young Indigenous talent. Koori AFL Auskick centres and the current Kickstart program would be engaged as feeder sites in the long term.
- The program will facilitate participants gathering at a central location (KGI) with traditional cultural significance as well as to ensure easy access and efficient delivery.
- We would work with schools and existing educational structures to ensure the accredited training provided for the players aligns with training or schooling they have or are already undertaking.
- There are direct Indigenous employment outcomes as a result of establishing this program. There will be employment / pathway opportunities for Indigenous coaches, administrators, medical, high performance staff and trainers.

