

Jumbunna Institute

*Do Better —  
Collingwood  
Football Club  
2021 progress  
review*



In 2020, Distinguished Professor Larissa Behrendt and Industry Professor Lindon Coombes led a review of Collingwood Football Club ('Collingwood'). That review examined Collingwood's responses to racist incidents and their cultural safety as a workplace. The *Do Better* report that came from the review concluded with 18 recommendations. Those recommendations included —

**Recommendation 8**

That the Collingwood Football Club undertake a regular audit of its employment and antidiscrimination policies to ensure compliance with legal obligations in relation to a safe workplace.

**Recommendation 17**

That a yearly report against implementation of the recommendations be prepared and presented to the Collingwood Football Club Board and the Expert Group on Anti-Racism.

One year on from the *Do Better* report, we have been commissioned to conduct these recommended reviews.

We did so by conducting a desktop review of Collingwood policies, particularly those that have been changed following the delivery of the *Do Better* report. We have also relied on any documents from Collingwood that concerned the background, communication and implementation of these changes.

In addition to this, we conducted interviews with nine people among Collingwood's leadership, staff and players.

Following this evaluation, we can conclude that Collingwood is making promising progress on the implementation of the recommendations (and the vision of the *Do Better* report more broadly). This has been challenged by the impact of the COVID pandemic but greatly facilitated by the investment in a General Manager of Social Impact and Policy to oversee and coordinate this work within the club. It must be noted that the implementation of the recommendations to date has seen Collingwood undertake initiatives, such as the establishment of an Expert Group on Anti-Racism that are unique and leading in the sector. This work is on-going and, to continue this progress, Collingwood must continue their focus on this work and determine a clear direction for the future.

The leadership and courage of Collingwood to first commission the *Do Better* report and to ask the Jumbunna Institute team back one year later to independently review their progress shows commitment to a robust process that must be acknowledged. We were advised at the start of the *Do Better* report to "go our hardest" by Collingwood and we have continued with this ethos of holding Collingwood to a high and robust standard. We acknowledge the particular dedication demonstrated by First Nations people within Collingwood to continue their work in making Collingwood a better club for everyone. We would also note that the ambitions of Collingwood in this space will be greatly enhanced by the support of other Clubs and by the AFL.

Real and lasting cultural change of the nature they are pursuing takes time, dedication and persistence.

# Review by recommendation

It is clear by the work that has been done by the Club, including the appointment of a General Manager of Social Impact and Policy, that there is a commitment within Collingwood to ensure that *Do Better* isn't gathering dust on a shelf. There is movement towards a more inclusive culture and an anti-racist framework for Collingwood, though it is important to acknowledge that real cultural and structural change requires continued focus, resourcing and integration.

Collingwood has engaged with the recommendations in good faith and there was an exciting and positive response to its on-going implementation of the report. We also heard, and were encouraged by, anecdotes of attitudinal change, with a commitment to act and continue to improve. We acknowledge the educational work that went into creating this shift. It was clear in the course of the interviews that there is a high level of support within the Club for the ambitions of the report and its recommendations.

While full implementation has not been reached, significant and genuine progress has been made across almost all of the recommendations.

It is important that this work continue to be done in a timely and coordinated way, and resourced in order to do so. We also appreciate that significant cultural and structural change takes time, especially to build relationships across a broad range of stakeholders, crucially including the First Nations community. As one person said, one of the most crucial parts of this work is a strong relationship with Aboriginal communities -

'Because it's pathbreaking, it can't be done quickly. Yet, there's a nervousness that we need to get on with it, so that we can test it and try it and make the mistakes — but I feel like there's a gallery sitting behind us going: oh, yeah, let's see how Collingwood's going to go with this.'

The following evaluation on Collingwood's progress against the *Do Better* recommendations should be read in the spirit of what another interviewee told us: 'we have to do what we said we would do, which is pretty important in the world of social justice.'

## Recommendation 1

That Collingwood Football Club undertake a process to integrate concepts of anti-racism and inclusion as qualities inherent in the Club's values, including the concept of excellence and the goal of winning.
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The Club Values were an important keystone of the recommendations of the *Do Better* report so it has been a critical step in the implementation that Collingwood has undergone a major and formal shift in those values — including introducing the value 'Do Better' —

I commit to take deliberate actions to address racism when I see it. At Collingwood we acknowledge the rights of the First Peoples of Australia and that racism has no place in society.

Bystander anti-racism and developing an anti-racist club culture as proactive measures are included in these values.

It is also worth noting that these anti-racist and inclusive values are enmeshed with other core Collingwood values (*Fly Higher* and *A Nest For All*), rather than treated as ancillary or separate to Collingwood's on-field and off-field performance. Anti-racism is core to Collingwood's quest for excellence and community. We heard in interviews across Collingwood that this is (at least, at a conceptual level) understood: 'this is just a part of the normal way that we'll conduct our business [...] as we evolve.'

## Recommendation 2

That the Collingwood Football Club Board develop and implement a strategy for integrating and normalising those values throughout the Club.

A subcommittee of the Do Better Working Group has been established that has led and will continue to lead implementation. Further work needs to be done – and is planned and prioritised – on a clear strategy to integrate and normalise these values. When done without a clear strategy, implementation can be difficult.

Collingwood is prioritising cultural change through the revised values. Work has been done on this over a six month period by the Do Better Working Group and through the work of the General Manager Social Impact and Policy. This is occurring through an integrated approach along with the whistleblowing policy, the discrimination policy, the truth telling framework and a communications plan. There is also enthusiasm for *Do Better's* recommendations. One Collingwood stakeholder interviewed said: 'a day doesn't go by where there's not some discussion around *Do Better* and what needs to be done.' There is recognition that: 'the Club has shut up for a minute, rolled up its sleeves and actually done some work, which isn't normally the case at Collingwood.'

We note that the appointment of a new General Manager of People and Culture should assist in driving this agenda forward. Communication of the new values to members and sponsors will be developed in coordination with the Collingwood Executive, so a clear strategic approach for implementation be developed. The club understands this, is committed to it and has identified this as part of the next phase of the implementation of the report.

Knowledge, promotion and education are not of themselves sufficient to change values. The Expert Group has been engaged to to run sessions with the working group on the revised values, particularly on why 'Do Better' should be seen as a stand-alone value. The club has created digital videos – interviews with Jordan Roughead and expert members on the do better value – that been shared with the whole club. This work is on-going.

From feedback from some Collingwood stakeholders, there was a desire for more frequent updates, or calls to action that are meaningful to their role, that give them reason to integrate new Club Values into their daily work.

The work of strategic integration is on-going. Much work has been done but cultural change is a long and on-going process. There was some evidence in the comments of the work that still needs to be done in integrating Club Values across the club —

'When you do speak about the *Do Better* report and anti-racism, it almost switches people off because they're like, oh, here we go on this again. But then when you want to talk about it, it operates so far in the background, that it's not a consideration.'

When there are key staffing or leadership changes, as we heard from some stakeholders, processes are disrupted because they are not yet integrated or structured into core club business. These changes also, as another Collingwood stakeholder put it, impact the 'trust about how the leadership is actually going into this.' As one Collingwood stakeholder put it —

'I think the biggest thing is having visibility of the layers of work that's being done. ... Because it's cultural change, it's got to be an iterative process of people starting to get into the space and understanding the issues in a deep way and kind of starting to own the narrative themselves.'

For longer-term change, the Club Values must be integrated in every process at Collingwood, including reflecting in its policies a proactive duty to prevent and respond to discrimination. This on-going work is underway in the club. Until then, as we heard from many inside the club, there will not be cultural change 'collectively'.

One such way to do this was suggested to us in an interview with Collingwood stakeholders — taking a top-down and a bottom-up approach, where there are incentives to provide a Club-wide mandate and for others within Collingwood to lead localised support for these reforms.

### **Recommendation 3**

That the Collingwood Football Club Board undertake a Board audit to ensure its membership, through their behaviour and beliefs, reflects its goals of diversity and individually embrace the values of the Club, including the principles of anti-racism and inclusion.

This audit had taken place as part of a Director skills and values assessment developed in June 2021. Board members were assessed on two skills matrices. One core skill, required of all Board Directors, is alignment with Club Values. One non-core skill, Communications, requires alignment with values of diversity and inclusion.

There is a limit to what can be done with this audit, with the Board being elected by Collingwood members. Reports are recorded in the Board minutes.

### **Recommendation 4**

That the Collingwood Football Club Board ensure the development of a framework for responding to incidents of racism that reflects its values in a way that is pro-active, not reactive.

A Framework has been developed that outlines a proactive response to racism across specific contexts – playing football, attending a match, at the Club, online). This was drawn up specifically in response to this recommendation.

It as provides an excellent framework and clearly outlines actions that bystanders, players, members, fans, witnesses and the general public can take if they see or experience racism. It also offers pathways to mental health support and pre-emptive inquiries.

It should be noted that without communication and public distribution of this framework it loses its power to be proactive and set a new series of norms for

Collingwood. To this end, the club has held a Member's Forum for the second quarter report which focused on the framework. It's shared on the club website and was included as part of the Whistleblower Policy and training. Further training is planned. The policy document could be strengthened by the inclusion of advice or procedures directly relevant to those at a management or Executive level.

Based on the observations of Collingwood stakeholders, there are some concerns with implementation and communication of this framework. Disruptions and changes at a Board level, some stakeholders observed, got in the way of implementing some of this framework by breaking critical momentum and chains of responsibility.

In addition to the values-based work done above and the specially-designed Framework, the proposed truth-telling process (which is in the process of being implemented) still appears to be the primary structure for refining processes responding to and pre-empting racism and proactively promoting anti-racism. It is too early in those processes to say whether they have been or can be successful — but they are being designed to be adaptive to what they hear.

The Discrimination and Harassment Policy, dealt with in greater detail below, needs to be expanded to address racism explicitly in its rights and responsibilities, especially in integrating the Club Value to *Do Better*. Club policies would be strengthened by the establishment of a distinct anti-racism policy that sets out proactive expectations as well as reactive processes for specific incidents.

In order to reflect the structural nature of racism outlined in these recommendations and the *Do Better* report, the Discrimination and Harassment Policy should also address more routinised or 'casual' forms of discrimination – disproportionate feedback or discipline compared to peers, a pattern of being allocated inappropriate work, underrepresentation at higher levels. This is essential for proactive, structural change that addresses all forms of racism that could occur within a Club.

## **Recommendation 5**

That the Collingwood Football Club implement a program of education and induction that ensures all Board members and staff understand Club's policies and its obligations under employment and anti-discrimination policies to ensure compliance with legal obligations in relation to a safe workplace;
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There are plans to educate on and integrate Club Values across the Club. The training that has already taken the place was described as impactful by those who had undertaken it.

The development of a clear strategy on education and integration of the Club Values that has been prioritised by the club will ensure a more systematic and holistic approach to the integration of those values through the club.

We note that the Employment Strategy is in an early stage of re-development. It should explicitly include anti-racism, anti-discrimination and employment policies induction for those new to Collingwood. Preliminary drafts of the strategy indicate this direction. Any such Strategy should also include education initiatives for existing Collingwood staff and Board members. The Collingwood Board and Executive completed cultural safety training as part of the implementation of the report. It is recommended that cultural training be ongoing as part of the employment strategy.

A strategy for how employment or anti-discrimination policies – and obligations under relevant legislation – are to be introduced to inductees or taught to existing members and staff needs to be part of the work going forward.

## Recommendation 6

That the Collingwood Football Club review its processes for addressing complaints of racism to improve them and to include an avenue of external, independent review and protection for whistle-blowers.

The Discrimination and Harassment Policy covers complaints of racism AND was reviewed and updated last year to reflect Federal and State laws. It is currently being reviewed again internally. However, it is still recommended, as *Do Better* stated, that a stand-alone policy on racism is needed and should be considered as a matter of priority. However, it must be noted that the Truth Telling Framework is a dispute resolution process that provides an avenue for dealing with instances of racism. It sits beside the Discrimination and Harassment Policy and does not prohibit pursuing avenues under that policy.

However, importantly, Collingwood have created a Whistleblower Policy which facilitates an independent review of complaints, as one of a few options. We are also encouraged by the support offered to those who do make complaints, including access to independent care and accommodations.

Culturally-informed support services should be included for whistleblowers who are First Nations or People of Colour who have experienced or witnessed racism. These may be available through Collingwood's existing EAP provider — in which case, the policy should clearly identify this.

## Recommendation 7

That the Collingwood Football Club implement a framework to ensure that there is accountability and consequences for acts of racism committed by members of the Club community.

There is no specific framework for accountability and consequences for racism on an ongoing basis, except as already covered by the Discrimination and Harassment Policy, the Grievance Policy and the future implementation of the Truth Telling Framework. The Discrimination and Harassment Policy does offer accountability and consequences for acts of racism, but as outlined under other recommendations, it is worth developing a racism-specific policy.

The Grievance Policy, while not specifically for addressing incidents of racism, does offer an accountability and consequences framework that includes mediation, investigation and disciplinary processes. These processes might inform a racism-specific policy if Collingwood chooses to take that approach.

There are notable accountability measures built in to the Framework. These include:

- Regular Board discussions of the truth-telling process;
- Reinforcing the courage of truth-tellers and acknowledging harm;
- Regularly update truth-tellers and other stakeholders on structural changes made to proactively address or prevent future racism;
- Using truth-telling to inform community relationships, and relationships within the Code at large — especially through a communications strategy;

- Sharing learnings and approaches through workshops, and publishing regular reports, and;
- Appreciating the value of symbols and symbolic gestures, while recognising these of themselves are not enough.

It would be worth expanding these principles to other complaints and accountability mechanisms. It is worth getting this right, because as one Collingwood stakeholder put it:

‘If we're not aligned in how Collingwood are going to respond, then we will undo all of the goodwill and all of the good work that's been done to date.’

## **Recommendation 8**

That the Collingwood Football Club undertake a regular audit of its employment and antidiscrimination policies to ensure compliance with legal obligations in relation to a safe workplace.

The Jumbunna Institute will conduct this review in the second phase of this review, which will be delivered on 31 March 2022.

It is recommended that Collingwood engage expert legal and policy advice in this space for future regular reviews.

## **Recommendation 9**

That the Collingwood Football Club Board ensure the development and implementation of an employment strategy that values diversity and reports against KPIs. This includes the player group and the coaching staff.

The process of developing an Employment Strategy is underway. A consultant has been engaged to complete a first phase of work to understand the club needs and aspirations. This involved a number of key interviews across the club.

There have been significant and prolonged staffing shortages in Collingwood Human Resources. These resulted in a delay to developing the Employment Strategy — which has just completed its first phase of planning: discovery and insights.

The Executive, RAP group and Expert Group on Anti-Racism have been consulted on gaps in the existing approach and that a new plan is being drafted. The Discovery and Insights Report provides evidence that there is a broadly understood Club-wide desire for a more equitable and diverse workplace. From these interviews in the Report, focusses of an employment strategy should be —

- Eliminating bias in recruitment (particularly towards gender)
- Consistent diversity measures across recruitment strategies and recruited-for roles
- Minimising nepotism
- Eliminating barriers to belonging and envisioned belonging for new and prospective recruits
- A clear pathway to career growth, and retention, at the Club
- Diversifying pathways to recruitment
- Requiring recruits to be aligned to Club Values
- Transparent and accountable to public scrutiny
- Flexible to considerations or accommodations (like religion, accessibility)



- Targets where representation is low
- Considering who carries the cultural load of these changes and any questions or conflicts that arise from them

There are tensions in the report about how to measure and conceptualise 'diversity', which will be a barrier to clear KPIs and work needs to be done to ensure there is a consistent and clear approach.

It should be noted that while there are KPIs in Collingwood's Reconciliation Action Plan, these only relate to employment of First Nations people and not to People of Colour. Employment KPIs need to address both.

When surveyed, Collingwood stakeholders suggested the following measures of success for an Employment Strategy:

- Cultural competency training completion, related education
- Measuring demographics of new and continuing workers
- Applicant diversity
- Measuring cultural awareness across the organisation, not just in select or interested groups
- Measuring job satisfaction
- A minimum 5% Indigenous workforce across the organisation

In observations by Collingwood stakeholders, it is clear that there are concerted efforts to recruit a more diverse staff and player base — not just based on diversity criteria, but because of candidate from diverse backgrounds are seen as bringing essential skills and excellence to the Club. This move away from viewing the ambition of diversity as tokenistic and appreciating the strengths of a diverse workplace is encouraging.

### **Recommendation 10**

That the Collingwood Football Club develop a clear pipeline for the development of talent from diverse communities into the Club and which proactively supports First Nations and people of colour into post-playing positions within the Club and AFL, particularly coaching.

These pathways need to be covered in the renewed Employment Strategy based on the Discovery and Insights Report. That Employment Strategy is still being developed. It is also important that these pathways are part of the recruitment strategy for the playing group.

### **Recommendation 11**

That, in its processes for the recruitment of Board members and the recruitment of staff (including the playing group and coaches), the Collingwood Football Club ensures that it assesses candidates against key criteria including genuine support of the Club's values and anti-racism.

This has been identified as part of the Discovery and Insights report and it is assumed it will be covered in the updated Employment Strategy that is in the process of being drafted.

## Recommendation 12

That the Collingwood Football Club Board oversee a cross-Club process of developing a culturally safe environment.

This recommendation is a long-term project and requires the work to be done around Club Values and policy review and implementation to ensure the scaffolding for a change in the culture of the Club. This is long term work and should be more closely explored at the next annual review point when more of the foundational work has been undertaken.

A process of testing the culture of the Club needs to be developed and is something that the Expert Group could provide insight into.

## Recommendation 13

That as part of its internal education and orientation programs, the Collingwood Football Club develop a process of 'truth-telling' as a constructive step to more deeply understand the experiences of First Nations people and People of Colour, their history and culture and the impacts of racism.

Collingwood, under the guidance of the Expert Group, has developed a comprehensive and adaptive Truth Telling Framework. The design of this Framework was done consultation with restorative justice and truth-telling experts, as well as sponsors, the Code and the players association. The Framework includes within its scope past and current players. It sees the truth-telling process conducted by independent facilitators and support services and the Club Board and Executive. Recruitment for facilitators (internal and external) will be measured against diversity, experience in facilitation, cultural awareness, understanding of power imbalances, and a demonstrated understanding of racism and its impact.

The Framework is guided by three principles informed by a social and emotional wellbeing framework — safety, stability and support. Through these principles, the Framework guides four concurrent processes —

- Establishing processes to address racism and hear truth
- Individual truth-telling: which addresses the specific history of Collingwood and seeks to heal the impact of that racism
- Club-wide truth-telling: which seeks to build an understanding of collective responsibility for racism
- Education and prevention measures on racism generally, including insights garnered through the truth-telling process.

The Truth Telling Framework has acknowledged the risks inherent in the process by embedding the principle of 'no-further-harm'. The club do understand the importance of cultural safety and no further harm. They are rolling out the Truth Telling Framework with restorative justice experts. There is evidence of a clear understanding of the importance of making good on the promise of safety in this space given the subject matter.

'We're talking about human beings having enough trust in us to come into that process with a view to the club actively listening and then actively changing, you know, the way they are behaving. So, I'm nervous about the harm, you

know, not wanting to perpetuate any further harm to people who already had been harmed.'

The rollout of the Truth-Telling Framework is imminent. There will be three cohorts — past and current Collingwood players and staff, past players from other Clubs, and the Club itself considering structural racism, addressing harm, and necessary changes.

There are limitations, however, on outcomes from the Truth-Telling Framework, which is also relevant to Recommendation 7. They are explicitly constrained to:

- Apologies and relationship restoration
- Changing practices and procedures, including training and recruitment, and
- Opportunities to speak to the Board and Executive.

It explicitly does not include financial reparations or mediation between truth-tellers and perpetrators. We are advised that these will be developed separately to the Truth-Telling Framework.

The design of this Framework should be publicly communicated as it grows and is implemented, in order to set Code-wide standards and model good practice as per Recommendation 18. As one Collingwood stakeholder told us —

'I feel that the work that's been done around truth telling is potentially one of the most critical pieces of work that that to have an impact on sport. At, first of all, Collingwood. Secondly, the League. And then thirdly, whether over time, it's actually understood to be something that's important to be incorporated across a whole lot of Codes.'

#### **Recommendation 14**

That the Collingwood Football Club develop a strategy to address and reconcile past acts of racism in a way that is proactive and seeks to reward, not punish, people who speak out against racism.

The Truth-Telling Framework that is being developed goes some way to addressing this recommendation. It should be noted that the Framework incorporates anti-racism principles developed by First Nations experts and also includes a social and wellbeing model.

It should be noted that the Do Better report was clear it was not addressing individual instances of past racism as those issues deserved their own processes. Such processes would be confidential and this review is unable to assess them. In light of this, this recommendation cannot be assessed in relation to those individual circumstances in this report.

See also Recommendations 7 and 13.

#### **Recommendation 15**

That a framework for implementation be established with clear responsibility allocated for implementation of these recommendations.

It is clear from the materials from Executive Strategic Planning sessions. It appears that various groups across Collingwood understand their role and responsibilities for

implementing these recommendations. A framework for implementation was provided in Appendix 2 of *Do Better* and this is being used as an implementation plan. It is recommended that this implementation plan be constantly reviewed and renewed by the Club.

Currently, implementation is overseen by motivated individuals from across the club who form part of the Internal Working Group. Through interviews with key stakeholders, it is clear that there is a desire to structure and formalise departmental roles across Collingwood, to distribute reform pressure and enable whole-of-Club investment in these changes. There appears to be some support for this across the Club —

‘How does this become a part of everyone’s responsibility in operating the culture, setting the culture [of the Club]?’

The benefit of this is also that there can be department-specific implementation that makes sense for the many different roles people play at the Club.

‘[A particular group within the Club] aren’t used to joining the dots, they still haven’t kind of fundamentally got the muscle memory to say, if I’m going to create a high performing group in a safe place, I need to stop and pause.’

Within Collingwood, there is a demonstrated understanding of the need for coordination in implementing the findings.

While it is essential to have a central Internal Working Group, everyone across Collingwood has a role. Senior Collingwood people we spoke to were concerned around the number of recommendations with overlapping tasks and responsibilities. This concern could be remedied by assigning responsibilities to relevant Collingwood departments with reporting channels to the Board, via the Internal Working Group and the Expert Group.

## **Recommendation 16**

That an Expert Group on Anti-Racism be established and resourced to assist the Collingwood Football Club Board in the implementation of the recommendations and to oversee the evaluation of that implementation.
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This Expert Group has been established and along with the Internal Working Group, it oversees implementation of these recommendations. This is an important achievement, not just for the implementation of the recommendations of the report but in seeing Collingwood adopt a leading role in setting best practice within the Code.

In interviews across Collingwood, the Expert Group was seen as ‘invaluable...the real pivot point.’ it was also highlighted that the group could use greater resourcing and be supported by departments within Collingwood taking on specific and reportable responsibilities for implementing these recommendations.

It is suggested that the Expert Group membership and Terms of Reference be reviewed and updated as part to the extension of time to support this work over the next twelve months. This can also ensure the club is reflective and targeted in the expertise it requires to advance the work going forward.

## **Recommendation 17**

That a yearly report against implementation of the recommendations be prepared and presented to the Collingwood Football Club Board and the Expert Group on Anti-Racism.
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This report is the implementation of that recommendation and we note this annual review is intended to be on-going.

## **Recommendation 18**

That the Collingwood Football Club develop a strategy, led by its Expert Group on Anti-Racism, to share its processes and reflections with the AFL community and works to proactively support the concepts of anti-racism and inclusion throughout the Code.
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There is no formal strategy yet developed, but Collingwood members, the Expert Group and the Internal Working Group have engaged in informal outreach to other Clubs and associations. For instance, background work done with the AFL Players Association saw questions around player experiences of racism and the importance of anti-racism introduced into the annual survey.

Collingwood have also developed a media and communications strategy by which the general public, including the AFL community, can hear about work being done above that takes the club towards anti-racism and inclusivity. To date, however, Collingwood has sought to include the AFL Players Association in the discussions about racism in the AFL.

However, public display of progress is not itself a coordinated process of sharing anti-racist strategy across the Code. It is also appreciated that Collingwood needs to do the hard work of implementation of the report and get some 'runs on the board' before deeply engaging in those conversations.

This strategy for cross-Code engagement is still in early stages of development but the need for that collaboration is clear:

'Our efforts, in part will never be fully realized until the AFL steps up appropriately.'

# A final word

All of the recommendations of *Do Better* have been progressed to some extent – some further along than others.

The refinement of Club Values to include ‘do better’, a Whistleblower policy the establishment of an Expert Group on Anti-Racism and the appointment of a General Manager Social Impact and Policy has greatly assisted in the implementation. The establishment of a Truth Telling process has also been an important development. There is clear evidence of a deep commitment to the ambition of *Do Better* through many parts of the Club and a determined cohort very committed to its implementation, much of which is led by First Nations people.

Noting the delays caused by the COVID pandemic, the review of policies is still on-going and there is a need to more specifically target racism explicitly in it. Dissemination of and education about policies needs more strategic direction and these need to be in place before a real cultural shift will occur.

Where Collingwood is now in relation to the principles and processes is a long way from where it started when the *Do Better* report was commissioned. It has always been understood that the kind of deep cultural change mapped out in the report was on-going and long term. Anti-racism is also an ongoing commitment to do better and rethink — it requires that long term investment.

We conclude with the words of a Collingwood stakeholder —

‘None of us are kidding ourselves that there isn’t a long, long way to go — but everyone’s leaned in to that, all of our people want to do better and be better.’

# **Review by anti-discrimination and employment law**

*The audit against employment and anti-discrimination will be provided by 31 March 2022.*