


stretch
reconciliation
action plan

August 2022–August 2025



The National Museum of Australia acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this land and respects their continuous connection to Country, community and culture. We extend our respect and appreciation to the Elders, ancestors and spirits of the Custodians of the Countries on which we live and work around Australia. We are grateful for the opportunity to share and celebrate the stories of First Nations peoples at the Museum's site on Acton Peninsula, on the lands of the Ngunnawal, Ngunawal and Ngambri peoples, the Traditional Owners of the Canberra region.



Cover image: Belinda Gibb and
Tia Rosevear at the Welcome
Space community reception in
the First Australians gallery.

Message from the Director and the Acting Chair of Council

Dr Mathew Trinca AM FAHA

Mr Ben Maguire



We are honoured to present the National Museum of Australia's first Stretch Reconciliation Action Plan (RAP). Our Stretch RAP 2022–25 builds on the foundations of our previous Innovate RAP, which sought to promote awareness of and commitment to reconciliation across all areas of the Museum's business. Our Stretch RAP strengthens this commitment and serves to maintain, nurture and further strengthen our relationships with First Nations custodian groups colleagues, audiences and partners, and facilitate opportunities to engage with and represent the diverse cultures, societies and histories of First Nations peoples in ways that authentically acknowledge, value and respect their knowledge, rights and truths.

The Museum proactively works toward recognising the importance of truth-telling and self-determination in Closing the Gap of inequality between Aboriginal and Torres Strait Islander Peoples and non-Indigenous peoples. As a social history museum, we have a special mandate to critically examine and reflect on the legacy of colonisation on Australia's institutions, collections and stories, and ensure that contemporary narratives and interpretation are shared experiences, grounded in shared governance and shared perspectives of Australian cultural life.



As a National Collecting Institution, the Museum recognises the important role we play in promoting the uniqueness, beauty and vibrancy of all the cultures that comprise the Australian community. Fundamental to this role is ensuring that we honour First Nations peoples and that their cultures take primacy in our work. A key objective of this Stretch RAP is reviewing the Museum's practices of engagement to ensure they align with the standards set by the peak body for Australian museums – the Australian Museums and Galleries Association – and that the tenets of *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries* are implemented through the Museum's actions.

The Museum continues to learn from and develop our relationships with First Nations communities and partners. We are committed to:

1. truth-telling to improving our understanding of shared histories and relationships – beyond fear, denial, guilt or blame
2. enabling shared governance to inform and enhance collaborative decision-making and self-determination
3. embedding First Nations cultural knowledge and authority into core business, contributing to authentic co-design and co-curation of Museum activities, and prioritising caretaking of cultural materials, knowledge and heritage.

The Museum's core business has always been to embrace reconciliation – through dedicated gallery spaces, exhibitions co-created with communities, education initiatives and innovative partnerships with First Nations peoples and organisations. These activities enhance the Museum's knowledge of and ability to care for material culture in the National Historical Collection. We respect the vitality and significance of First Nations material culture and aim to preserve and share it by engaging with cultural workers and community representatives in a range of contexts and touring our exhibitions around Australia and overseas, with the support of Custodians. Importantly, these activities also strengthen our ancient and present-day national sense of identity, connection and belonging, contribute to healing through authentic truth-telling of our shared histories, and showcase the Museum's leadership domestically and internationally.

This Stretch RAP has been developed by a dynamic group of colleagues from several areas of the Museum, including Aboriginal and Torres Strait Islander Peoples and non-Indigenous staff. The process was supported by guidance from the Indigenous Reference Group (IRG). This RAP and the actions contained in it demonstrate the National Museum of Australia's deep commitment to promoting and advancing reconciliation with Australia's First Nations peoples.

We will know that our RAP is successful when:

1. Our processes and practices for engaging with First Nations peoples, communities and organisations build trust and achieve long-lasting, mutually beneficial partnerships, with the Museum providing a safe and trusted platform for self-determination of cultural heritage.
2. Our respectful management of Aboriginal and Torres Strait Islander Peoples' cultural and intellectual property delivers ongoing benefits to First Nations peoples and communities in innovative and meaningful ways.
3. Our staff have the knowledge, resources and tools to continually develop their cultural awareness and appreciation of cultural safety and protocols, and to uphold these values in all areas of the Museum's business.

Message from the CEO of Reconciliation Australia

Ms Karen Mundine

On behalf of Reconciliation Australia, I congratulate the National Museum of Australia on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of *relationships*, *respect*, and *opportunities*, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, the National Museum of Australia continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

As Australia's largest social history museum, the National Museum of Australia has a mandate to collect, document, research and communicate the history of Australia. The scope of the National Museum of Australia's sphere of influence is considerable.

This Stretch RAP is built upon the considerable RAP experience garnered in previous RAPs.

- The creation of opportunities for the Australian public to recognise and celebrate major events in the history of reconciliation, such as the 1967 Referendum, the Mabo decision, the 2000 Bridge Walk for Reconciliation and the 2008 National Apology, through onsite, online and outreach activities.
- The appointment of a First Nations person as a member of the Museum's Council.
- The development of innovative programs and collaborations – for example, the Cultural Connections Initiative led to the establishment of long-term relationships with community organisations, which supported successful delivery of the *Endeavour Voyage: The Untold Stories of Cook and the First Australians* exhibition.



- Better promote core business such as repatriation through the RAP, with targets and commitments to training and research ensuring the Museum's repatriation work continues to grow.

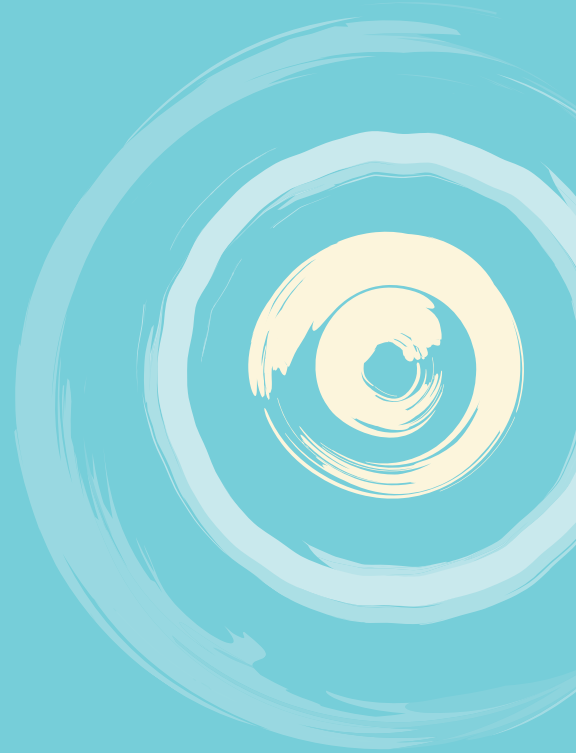
With these learnings, the National Museum of Australia has built solid foundations upon which to expand and embed its commitments in this RAP.

- Establish a requirement in touring exhibition loan agreements for host venues to follow appropriate cultural protocols at exhibition openings and at the commencement of any exhibition, program or event where First Nations material culture is featured.
- Develop a First Nations interpretation strategy for all Museum programming – including education programs, visitor services and exhibitions – that prioritises the involvement of First Nations staff.
- Include bilingual information in Museum exhibitions and displays that feature First Nations content. Information should be presented in the language of the relevant community.

The National Museum of Australia has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend the National Museum of Australia on this Stretch RAP and look forward to following its ongoing reconciliation journey.

National Museum of Australia

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The Museum recognises that First Nations peoples may refer to themselves and be referred to by others in a variety of ways, including as Aboriginal and/or Torres Strait Islander Peoples, Traditional Custodians, First Australians or Australia's First Peoples, collectively as First Nations and individually according to language or geo-cultural community groups. Our Stretch Rap uses the term 'First Nations peoples', in accordance with the Australian Government Style Manual.

Our vision for reconciliation

We see a future where all Australians understand, respect and take pride in the diverse cultures and experiences of First Nations peoples. A future where First Nations peoples can share their knowledge and values, to the benefit of all Australians, and we can embrace our shared histories and truths. Together with our First Nations colleagues, partners, audiences and communities, we can tell the stories of Australia's past, present and future.

Our business

The National Museum of Australia was established by the *National Museum of Australia Act 1980* (the Museum Act) to collect, document, research and communicate the history of Australia. The Museum is a social history museum. We explore the land, nation and people of Australia, focusing on our shared histories, cultures, stories, and experiences.

Our mission is to promote a truthful understanding of Australia's history and innovate and inspire future possibilities by:

- developing shared governance and leadership
- developing, preserving and exhibiting a significant national collection
- taking a leadership role in research and scholarship
- becoming trauma informed and healing focused
- engaging and providing access for audiences nationally and internationally
- delivering innovative programs.

The Museum is committed to developing a workplace that reflects the diversity of the Australian community. As of 30 June 2022, the Museum had a workforce of approximately 250 employees. A total of 12 people or approximately 4.8 per cent of our employees identify as First Nations people.

Corporate governance

The Museum Act, along with the National Museum of Australia Regulations 2019, defines the Museum's role, functions and powers as a Commonwealth statutory authority.

The Museum is governed by its Council, which is responsible for its affairs and policies. The Council is the Museum's accountable authority for the purposes of the *Public Governance, Performance and Accountability Act 2013*. Council members are appointed by the Governor-General in accordance with the Museum Act.

Since the 1980s, the Council has been guided by an advisory committee made up of First Nations cultural leaders. The Indigenous Reference Group (IRG) is a committee of Council under the Museum Act. It provides expert advice on the Museum's activities that represent and serve the interests of First Nations peoples and the broader Australian community. The IRG has been integral to the development and achievement of the Museum's strategic and corporate objectives, and to its approach to building and maintaining strong, reciprocal relationships with First Nations peoples, communities and organisations. The RAP working group provides regular reports to the IRG on its activities and seeks advice on matters of shared governance.

Working towards reconciliation

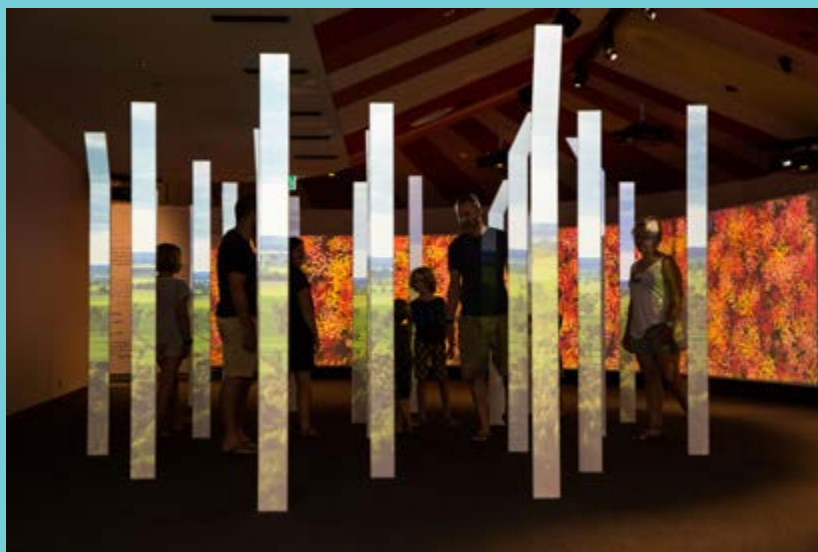
NATIONAL HISTORICAL COLLECTION

The Museum's core collection of Australian history is the National Historical Collection. This rich and diverse collection of historical material is held in trust for the nation. One of the central themes of the Museum's research and collecting is First Nations cultures and histories. When acquiring First Nations' objects for the collection, the Museum is guided by the principles set out in its First Nations cultural rights and engagement (FNCRE) policy, the Australian Museums and Galleries Association's *A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries* and the *Australian Best Practice Guide to Collecting Cultural Material*. The Museum also collaborates and consults regularly with relevant Traditional Owners, Custodians or authorised representatives.

FIRST AUSTRALIANS GALLERY

The First Australians gallery is the Museum's largest gallery, occupying two floors at the Museum's site on Acton Peninsula, Canberra. It explores the connectedness of diverse communities, drawing on historical and contemporary objects to share the stories, perspectives and truths of First Nations peoples. Visitors can enjoy a variety of experiences in the gallery space, including dedicated tours led by Museum hosts and regularly

changing exhibitions in the First Australians Focus Gallery. In 2020 the First Australians gallery underwent a significant changeover and a new permanent exhibition, *Talking Blak to History*, was installed. Curated by the Indigenous Knowledges Centre, this exhibition features powerful objects that speak to the aftermath of colonisation and explore issues including land rights, sovereignty, the Stolen Generations and deaths in custody.



First Australians gallery, Welcome Space

NATIONAL & INTERNATIONAL TOURING PROGRAM

The Museum's touring program shares great Australian stories with national and international audiences. Our collection-based exhibitions are often developed in partnership with First Nations communities and reach audiences through multi-venue tours and smaller graphic displays. International tours of exhibitions exploring First Nations histories and cultures, often delivered in partnership with cultural institutions

overseas, facilitate meaningful cross-cultural exchange and create opportunities for First Nations people to travel and present their own stories around the globe. Exhibitions with a more general focus provide opportunities for the Museum to reflect on the dominant narratives of our history, acknowledge past injustices and embrace a culture of truth-telling in our reinterpretation of the National Historical Collection.



Walking through a Songline travelling marquee, RG Casey Building atrium, Department of Foreign Affairs and Trade, Canberra

REPATRIATION & COMMUNITY ACCESS

Repatriation of ancestral remains and secret/sacred objects to communities of origin helps promote reconciliation, healing and justice for First Nations peoples. The Museum is committed to working with communities to facilitate access, safekeeping and unconditional return of remains and artefacts. It has been involved in repatriation since the 1980s and is recognised internationally for its work with communities. The Museum's repatriation process is guided by policies that prioritise the aspirations of Traditional Owners and Custodians. The Museum is also the temporary repository and repatriation point for many collections returned from overseas.



Mungo Man repatriation ceremony at the Museum's collection repository

TEACHING ABORIGINAL & TORRES STRAIT ISLANDER HISTORIES & CULTURES

In 2019 the Museum developed a professional learning program – Teaching Aboriginal and Torres Strait Islander Histories and Cultures – in response to feedback from Australian teachers. The program is aligned to the Australian Curriculum and the Australian Professional Standards for Teachers and is recognised by both the ACT and NSW bodies for teacher professional learning accreditation. The shift towards digital program delivery has enabled the Museum to support teachers across the country. Online sessions are routinely booked out, with feedback from participants indicating that the program improves learning outcomes in the classroom.



Students from Ngunnawal Primary School participating in a Museum education program

CULTURAL CONNECTIONS INITIATIVE

The Cultural Connections Initiative is composed of two separate but complementary programs designed to support the cultural and creative development of First Nations peoples: the Encounters Fellowships Program and the Cultural Connections Program. The Cultural Connections Initiative was funded as part of the Australian Government's package of measures to mark the 250th anniversary of the *Endeavour's*

voyage to Australia. The two programs connected the Museum with a diverse range of cultural practitioners and organisations across the country. Together, the programs supported the professional development, employment and mentoring of First Nations cultural and creative practitioners and the development and delivery of community-based cultural projects.



Welcoming the 2019 Encounters Fellows to the Museum

ENDEAVOUR VOYAGE AND THE MESSAGE

Endeavour Voyage: The Untold Stories of Cook and the First Australians, the Museum's major exhibition for 2020, detailed the history and impact of James Cook's charting of the east coast of Australia in 1770. For the first time, the exhibition told the stories of First Nations peoples on the shore, as well as the tale of those aboard the ship. The Museum worked with communities along the east coast – the descendants

of those who witnessed the events of 1770 and interacted with Cook and his crew – and gave them an opportunity to respond to the narrative presented in the accounts of Cook, Sir Joseph Banks and others. These descendants are represented in *The Message*, a film by ZakPage, commissioned by the Museum to reimagine the message of the ship's arrival being passed up the coastline.



Fredrick Deeral in the film *The Message: The Story from the Shore*. ZakPage Storytelling

LICENCED MERCHANDISE & DYARA INDIGENOUS ARTS HUB

The Museum collaborates with First Nations peoples and communities to produce a range of merchandise. Recent partnerships supporting the *Old Masters: Australia's Great Bark Artists* exhibition saw licensed merchandise produced for sale in China and Taiwan. New lines of licensed merchandise are available for sale overseas as part of the *Songlines: Tracking the Seven Sisters* international tour. The licenced merchandise program provides a revenue stream that goes back to communities. It sits alongside Dyara Indigenous Arts Hub, a dedicated shopping experience at the Museum that features a wide range of handmade products sourced from communities and artists around Australia.

Our RAP

The Museum acknowledges that advancing reconciliation requires strong commitment across all areas of the organisation. The talents, enthusiasm, experience and skills of many people across the Museum have contributed to the creation of this Stretch RAP. It has been developed with the expectation that it will be a living strategy that responds to change inside and outside the Museum.

RAP governance

The Museum's RAP is part of a broader Reconciliation Framework, which includes the First Nations Rights and Engagement policy and principles, Diversity and Inclusion policy and Indigenous Employment Strategy. A shared governance approach to the overarching framework facilitates integrated and holistic outcomes for a range of Museum programs and engagements which involve First Nations stakeholders.

The progress of RAP activities is reported in the Museum's annual report, through quarterly reporting to the Museum's Executive and as part of Reconciliation Australia's RAP Impact Measurement Questionnaire each year.

RAP Champion

The Museum's Director is responsible for championing reconciliation and collaborating with divisions and business units across the Museum to achieve the deliverables articulated in the RAP. The RAP Champion is supported by the Museum's Executive Team, comprising the Deputy Director and Assistant Directors, and the RAP Working Group to meet our commitment to shared governance.

RAP Working Group

The RAP Working Group (RWG) comprises representatives from all four divisions of the Museum, including Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff. It is guided by its Terms of Reference, which outline its overarching objectives, provide a framework for regular meetings and reporting, and ensure diverse representation within the group.

In the course of developing this Stretch RAP, the RWG has included staff members from across the Museum:

DIRECTORATE

- Senior Development Officer
- Media Liaison Officer

DISCOVERY AND COLLECTIONS

- Assistant Director, Discovery and Collections
- Program Manager, Indigenous Knowledges Centre
- Program Manager, Repatriation and Community Engagement
- Cultural Rights and Engagement Officer
- Senior Curator
- Senior Photographer
- Exhibition Coordinator

PUBLIC ENGAGEMENT

- Assistant Director, Public Engagement
- Manager, Community Outreach
- Manager, Schools and Engagement

CORPORATE OPERATIONS AND SERVICES

- Assistant Director, Corporate Operations and Services
- Senior People and Culture Advisor
- Manager, Audience Research and Evaluation
- Legal and Policy Officer

Our Innovate RAP: Successes and lessons

The Museum's first RAP, an Innovate RAP launched in 2015 became the vehicle through which we formalised our commitment to advancing reconciliation with First Nations peoples. It challenged us to look inwards — to consolidate what we had learned from our past engagement with First Nations Peoples — and to develop and document the actions that would deliver tangible benefits to our First Nations staff, partners, audiences and community stakeholders.

The Innovate RAP articulated the Museum's vision for reconciliation, acknowledging the Museum's unique cultural and social role and the broader influence of the cultural sector in working towards reconciliation. The Museum achieved its core commitments and goals under the Innovate RAP by:

- supporting the Museum's First Nations staff to engage with their cultures and communities through projects, activities, travel and research
- educating all staff about responsibilities, protocols and practices for exhibitions, programs and events pertaining to First Nations cultural material and heritage, through training, awareness-raising initiatives, and reflection on the success and challenges of collaborative projects
- celebrating National Reconciliation Week (NRW) and NAIDOC Week each year, as well as other events and awards that raise awareness of First Nations achievements and milestones throughout ancient and contemporary histories
- promoting education and employment pathways for First Nations staff, cultural workers, and peoples, to support professional outcomes.

Key achievements from the Museum's Innovate RAP include:

- the formation of the Museum's first RWG, which involved representatives from business units across the Museum and met regularly to analyse and improve the Museum's reconciliation activities
- all three Australian flags being flown at each of the Museum's sites
- the introduction of a daily Acknowledgement of Country at the Acton site
- the appointment of a First Nations person as a member of the Museum's Council
- regular meetings of the Museum's IRG, which occurred at similar times to Council meetings and had a positive influence on the Museum's strategic direction
- the implementation of the Museum's First Nations cultural rights and engagement policy, paving the way for best-practice and award-winning projects led by or delivered in partnership with First Nations communities
- the creation of opportunities for the Australian public to recognise and celebrate major events in the history of reconciliation, such as the 1967 Referendum, the Mabo decision, the 2000 Bridge Walk for Reconciliation and the 2008 National Apology, through onsite, online and outreach activities
- the display and touring of several major exhibitions celebrating First Nations peoples, histories and cultures – including *Yiwarra Kuju: The Canning Stock Route*, *Old Masters: Australia's Great Bark Artists* and *Songlines: Tracking the Seven Sisters* – with close involvement of Custodians and community representatives
- the development of innovative programs and collaborations – for example, the Cultural Connections Initiative led to the establishment of long-term relationships with community organisations, which supported successful delivery of the *Endeavour Voyage: The Untold Stories of Cook and the First Australians* exhibition.

Lessons learned from our Innovate RAP and reporting on RAP activities, have informed the drafting of the Stretch RAP. As the National Museum of Australia we need to:

- proactively engage with local and regional First Nations representatives more regularly and involve them in projects such as the development of new exhibitions or galleries
- acknowledge that some of the approaches to promoting the RAP among Museum staff were not effective – the Stretch RAP commits to implementing communication strategies that involve more staff to promote the RAP across the organisation
- further develop our capacity and commitment to pursue deeper engagement with First Nations peoples and communities in meaningful and creative ways, and to better document and review engagement to inform outreach and curatorial practices
- prioritise staff awareness and implementation of the Museum's cultural rights and engagement framework to ensure engagements with First Nations partners, visitors and colleagues meet the highest industry, ethical and social standards
- implement higher targets for engagement including commitments to greater representation of First Nations people on Museum staff and to improved outcomes for cultural training and participation in reconciliation activities by all staff
- better promote core business such as repatriation through the RAP, with targets and commitments to training and research ensuring the Museum's repatriation work continues to grow
- develop a more structured and consistent reporting system to track the progress and achievement of deliverables under the RAP.

Developing a Stretch RAP

Why develop a Stretch RAP?

This Stretch RAP aims to accelerate the Museum's efforts in reconciliation and extend the Museum's commitment to achieve outcomes as part of its broader Reconciliation Framework. The Stretch RAP extends the Museum's commitment to reconciliation by embedding reconciliation initiatives into long-term business strategies, improving monitoring and reporting by introducing more closely-managed actions and deliverables, and incorporating current industry standards set by the Australian Museums and Galleries Association into the Museum's policies and procedures. The purpose of the Stretch RAP is to:

- support and promote reconciliation, both within the organisation and among the Museum's audiences, partners and external stakeholders in Australia and overseas
- listen to and learn from First Nations peoples, recognising and celebrating their perspectives, histories and cultures
- increase education, employment and economic opportunities for First Nations peoples, including First Nations staff at the Museum
- work with First Nations peoples to develop practical and sustainable initiatives that provide two-way learning opportunities
- enhance and foster new and existing relationships and partnerships with First Nations peoples, communities and organisations across Australia.

Consultation timeline

The Museum's RWG has conducted substantial internal and external consultation to develop the Stretch RAP.

February 2019	Initial RWG meeting to reflect on Innovate RAP achievements and challenges
May 2019	RWG meeting to set strategic vision for a new RAP, considering the Museum's activity in the five dimensions of reconciliation
June 2019	RAP Project Team prepare first draft for RWG consideration
July 2019	Conduct all staff survey on awareness of Innovate RAP and cultural rights and engagement framework
September 2019	RWG meeting to discuss outcomes of the survey and update new RAP, for submission to Corporate and Executive Management groups for initial feedback
November 2019	Consultation with the Indigenous Reference Group (IRG) on the first draft and opportunities to strengthen the new RAP
December 2019	Consultation with First Nations staff on the draft Stretch RAP
February 2020	Director shared draft Stretch RAP with all staff for feedback and comments
April 2020	First draft provided to Reconciliation Australia for informal review
August 2020	Consultation with the IRG on the updated draft and discussion of feedback from Reconciliation Australia
October–November 2020	RWG held two intensive workshops to discuss and implement feedback from the IRG and Reconciliation Australia
November 2020	Submission of first formal draft to Reconciliation Australia
December 2020	Development of a new Reconciliation Framework page on the intranet to distribute information about RAP progress and reconciliation initiatives
January 2021	RWG met to discuss and implement feedback from Reconciliation Australia
February 2021	Provided updated RAP to Corporate and Executive Management groups for feedback
March 2021	Resubmitted Stretch RAP to Reconciliation Australia for formal review
April 2021	RWG meeting to discuss feedback and suggestions from Reconciliation Australia
August 2021	Consultation with IRG on the latest draft RAP
September 2021	Engagement of First Nations consultants, to review RAP and provide recommendations on strengthening language, commitments and delivery
October 2021	RWG meeting to review feedback from First Nations consultants and prepare final version for submission to Reconciliation Australia
November 2021	Director reported on RAP progress to Council
March 2022	Resubmitted Stretch RAP to Reconciliation Australia for formal review
August 2022	Stretch Reconciliation Action Plan endorsed by Reconciliation Australia.

Relationships



The Museum will foster relationships between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians by building pride in Australia's shared histories. Cultural learning, exchange and commemoration, and strengthening connections with its audiences, partners and supporters, allows the Museum to facilitate and engage in conversations and collaborations that respect all truths and promote reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	a. Meet with First Nations stakeholders and organisations to continuously improve guiding principles for engagement on collections and exhibitions.	Ongoing – reported August, annually	Assistant Director, Discovery and Collections
	b. Meet with First Nations stakeholders and organisations to continuously improve guiding principles for engagement on public programming and commercial activities.	Ongoing – reported August, annually	Assistant Director, Public Engagement
	c. Review and implement the Museum's engagement plan for working with and nurturing relationships with First Nations stakeholders.	December 2022	Assistant Director, Discovery and Collections
	d. Sustain at least 10 formal and 10 informal two-way partnerships with First Nations communities or organisations.	August 2024	Assistant Director, Discovery and Collections
	e. Grow the Museum's licensed merchandise program to include 10 new partnerships with First Nations artists or art centres, to provide revenue streams to communities.	July 2023	Head, Commercial and Enterprise
2. Build relationships and promote awareness through celebration of National Reconciliation Week.	a. Circulate and promote Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all staff.	May annually	Secretariat, RWG
	b. Organise at least three Museum-wide National Reconciliation Week events and one internal event for Museum staff each year.	27 May – 3 June 2023, 2024, 2025	Assistant Director, Public Engagement
	c. Register all Museum National Reconciliation Week events on Reconciliation Australia's NRW website.	May annually	Secretariat, RWG
	d. RWG members to participate in at least two external National Reconciliation Week events annually.	27 May–3 June 2023, 2024, 2025	Secretariat, RWG
	e. Encourage and support staff and senior leaders to participate in at least two external events recognising and celebrating National Reconciliation Week.	27 May–3 June 2023, 2024, 2025	RAP Champions

	f.	Circulate information to staff about cultural competency training during National Reconciliation Week.	27 May–3 June 2023, 2024, 2025	RAP Champions
	g.	Recognise staff members' contributions to reconciliation through annual awards presented during National Reconciliation Week.	27 May–3 June 2023, 2024, 2025	RAP Champions
3.	a.	Promote and embed reconciliation within the Museum's sphere of influence. Implement strategies (specifically in the Museum's corporate and strategic planning) to encourage all staff to drive reconciliation efforts and activities.	Ongoing – reported August, annually	RAP Champions
	b.	Deliver annual staff training to increase awareness of and engagement with the RAP.	Ongoing – reported July, annually	Senior People and Culture Advisor
	c.	Develop and implement a RAP communications strategy to improve staff awareness of the RAP and achievement of deliverables.	August 2022	Senior People and Culture Advisor
	d.	Review and update information about reconciliation initiatives and activities on a dedicated staff intranet page.	May annually	Senior People and Culture Advisor
	e.	Incorporate RAP actions and deliverables in project and business planning.	February annually	Assistant Director, Corporate Operations and Services
	f.	Communicate the Museum's commitment to reconciliation publicly on our official website, social media platforms and other internal and external channels of communication.	September 2022	RAP Champions
	g.	Collaborate with three like-minded organisations (such as other national cultural institutions) to implement strategies to advance reconciliation and support one another's RAP journeys.	December 2022	Director
	h.	Become a member of the Indigenous Art Code.	July 2023	Head, Commercial and Enterprise
	i.	Develop and promote Australia's Defining Moments Digital Classroom, featuring achievements and historic events relating to First Nations peoples to primary and secondary schools nationally.	December 2022	Head, Visitor Experience

	j.	Engage with touring venues around Australia to advance reconciliation, and support their RAP journeys by sharing Museum resources such as the FNCRE resources such as the FNCRE policy and the Stretch RAP.	July 2023	Head, International and Domestic Engagement
	k.	Develop a new graphic panel dedicated to reconciliation, to include in the graphic panel displays delivered internationally in partnership with the Department of Foreign Affairs and Trade.	December 2022	Head, International and Domestic Engagement
4. Promote and embrace positive relations through anti-discrimination strategies.	a.	Review Museum policies and procedures concerned with anti discrimination and unconscious bias with First Nations Peoples.	December 2022	Head, People and Culture
	b.	Engage with First Nations staff and/or advisors to review and action the Museum's anti-discrimination commitments.	August 2022	Assistant Director, Corporate Operations and Services
	c.	Implement and communicate an anti-discrimination commitment for our organisation.	January 2023	Director
	d.	Provide ongoing education for all staff on the effects racism and cultural safe practices in their roles.	Ongoing – reported July, annually	Assistant Director, Corporate Operations and Services
	e.	Encourage senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism.	Ongoing – reported July, annually	RAP Champions

Respect



The Museum will strengthen respect for First Nations peoples, cultures, histories, knowledges and rights in Australia and overseas, and connection and revitalisation to enable cultural continuity. All Museum staff are expected to demonstrate respect for First Nations peoples in their daily duties, driving greater cultural awareness and understanding among the general public.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding and recognition of First Nations cultures, histories, knowledges and rights through cultural learning.	a. Evaluate and conduct a review of cultural learning needs within the Museum.	August 2022	Manager, Human Resources
	b. Consult local Traditional Owners and/or First Nations advisors on the implementation of a cultural learning strategy.	December 2022	Manager, Human Resources
	c. Review, implement and communicate a cultural learning strategy for our staff.	August 2023	Manager, Human Resources
	d. Ensure mandatory completion of formal online APS Cultural Awareness training for all new employees.	Reported July, annually	Senior People and Culture Advisor
	e. Ensure Museum staff complete formal online cultural learning via the AIATSIS CORE cultural learning module during the life of the RAP: <ul style="list-style-type: none"> Year 1: 50% of staff completed Year 2: 75% of staff completed Year 3: 95% of staff completed 	Reported July, annually	Senior People and Culture Advisor
	f. Ensure all staff participate in at least one formal face-to-face cultural learning activity (at least three hours, annually) and capture this in Workplace Performance Agreements.	Ongoing — reported April, annually	RAP Champions
	g. Ensure all staff participate in at least one informal face-to-face cultural learning activity (e.g. visit an exhibition, immersion in community, meetings on Country, attend community consultation where appropriate) per year and capture this in Workplace Performance Agreements.	Ongoing — reported April, annually	RAP Champions
	h. Support opportunities for staff to work in First Nations communities as part of their role at the Museum.	May 2025	RAP Champions
	i. Include information about the RAP in induction materials for new staff including attending a tour of the Museum's First Nations exhibitions to grow understanding and appreciation of First Nations histories among staff.	August 2022	Recruitment Officer, Human Resources

2. Demonstrate respect for First Nations peoples by observing cultural protocols and implementing shared governance processes and strategies.	a. Provide staff training on the significance and use of cultural protocols, including protocols concerning Acknowledgement of Country and Welcome to Country, attribution of cultural material, representation of deceased people, secret and sacred material, and interpretation of culture as it pertains to each First Nations country on this continent.	October 2022	RAP Champions
	b. Review and promote awareness of the Museum's existing cultural protocol document, which includes protocols for Welcome to Country and Acknowledgement of Country.	August 2022	RAP Champions
	c. Establish a requirement in touring exhibition loan agreements for host venues to follow appropriate cultural protocols at exhibition openings and at the commencement of any exhibition, program or event where First Nations material culture is featured.	August 2022	Head, International and Domestic Engagement
	d. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year, including during NRW and NAIDOC Week.	July 2024	RAP Champions
	e. Encourage staff and senior leaders to provide an Acknowledgment of Country or other appropriate cultural protocol at the start of important meetings and all public events.	July 2024	RAP Champions
	f. Conduct a daily Acknowledgement of Country or other appropriate cultural protocol at the Museum's entrance.	August 2022	Assistant Director, Public Engagement
	g. Maintain a Welcome to Country display at the entrance to the First Australians gallery.	July 2024	Assistant Director, Discovery and Collections
3. Engage with First Nations cultures and histories by celebrating NAIDOC Week.	a. Encourage RWG members to participate in two external NAIDOC Week events each year.	July annually	Chair, RWG
	b. Encourage all Museum staff to participate in at least one internal and one external NAIDOC Week event each year.	July annually	Chair, RWG
	c. In consultation with First Nations stakeholders, support one external NAIDOC Week event each year.	July annually	RAP Champions
	d. Conduct ongoing reviews of HR policies and procedures to remove barriers to staff participating in NAIDOC Week events.	June annually	Head, People and Culture

	e.	Seek opportunities for the Museum's touring exhibitions to be displayed during NAIDOC Week, and encourage touring venues to use the opportunity to deliver a NAIDOC Week event for their community.	June annually	Head, International and Domestic Engagement
	f.	Encourage Australian embassies and overseas posts to deliver NAIDOC Week events using the Museum's graphic panels and/or resources.	June annually	Head, International and Domestic Engagement
4. Promote and embrace positive relations through anti-discrimination strategies.	a.	Involve First Nations stakeholders in reviewing and updating the Museum's FNCRE policy.	February 2023	Assistant Director, Discovery and Collections
	b.	Monitor and evaluate the implementation of the FNCRE policy.	July 2024	Assistant Director, Discovery and Collections
	c.	Improve staff with awareness of and provide practical training on the implementation of the FNCRE policy.	April 2023	Assistant Director, Discovery and Collections
	d.	Develop and implement a community engagement remuneration framework, including guidance on payments for consultations with First Nations advisors on cultural heritage and museum issues.	August 2022	Head, Indigenous Knowledge Centre
	e.	Use evaluation methods that include First Nations partners and staff in assessment of Museum projects and activities.	December 2022	Manager, Audience Research and Evaluation
	f.	Develop a First Nations interpretation strategy for all Museum programming – including education programs, visitor services and exhibitions – that prioritises the involvement of First Nations staff.	July 2023	RAP Champions
	g.	Include bilingual information in Museum exhibitions and displays that feature First Nation content. Information should be presented in the language of the relevant community with awareness of strengthening or revitalising First Language projects.	May 2025	Assistant Director, Discovery and Collections
	h.	Include bilingual information in online publications and interactives that feature First Nations content. Information should be presented in the language of the relevant community with awareness strengthening or revitalising First Language projects.	May 2025	Assistant Director, Public Engagement
	i.	Adopt a shared histories approach to Museum exhibitions, ensuring First Nations stakeholders are involved in decisions about content.	May 2025	Assistant Director, Discovery and Collections

Opportunities



Creating opportunities for First Nations people, organisations and communities supports the development of a talented and versatile First Nations workforce. First Nations workers in the cultural sector and at the Museum are integral to promoting access to collections and nurturing living connections.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing recruitment and retention of and professional development opportunities for First Nations staff.	a. Engage with First Nations staff in the development and review of the Museum's recruitment, retention and professional development initiatives and strategies.	October 2022	Head, People and Culture
	b. Undertake annual review of the Museum's Indigenous Employment and Retention Strategy ensuring recruitment, retention and professional development strategies for First Nations employees align to RAP objectives.	December 2022	Head, People and Culture
	c. Advertise job vacancies to effectively reach prospective First Nations employees including relevant First Nations publications, social media platforms and Australian university student portals.	December 2022	Recruitment Officer, Human Resources
	d. Regularly review HR and recruitment procedures and policies to ensure First Nations people can enter and participate in the Museum's workforce at all levels.	August 2022, 2024	Head, People and Culture
	e. Embed pathways for First Nations employees to take on higher duties, including management and senior positions, by offering professional development and flexible working opportunities.	December 2022	Head, People and Culture
	f. Increase the level of representation of First Nations employees at the Museum, so at least eight per cent of Museum employees identify as First Nations people.	May 2025	Director
	g. Ensure all positions in Curatorial are classified as Identified Positions.	July 2023	Assistant Director, Discovery and Collections
	h. Increase the percentage of Special Measures positions (roles that are only open to First Nations people) in the Indigenous Knowledges Centre during the life of the RAP: <ul style="list-style-type: none"> Year 1: 50% Year 2: 75% Year 3: 100% 	July 2022	Recruitment Officer, Human Resources

	i.	Provide entry level opportunities for at least two First Nations employees.	May 2025	Director
	j.	Facilitate and promote attendance at relevant networking opportunities available across the Australian Public Service and cultural sector for all First Nations staff.	December 2022	RAP Champions
	k.	Continue to support the Emerging Curators Program, providing opportunities for at least three cultural workers to undertake professional development at the Museum.	May 2025	Assistant Director, Discovery and Collections
	l.	Develop buddy program for First Nations staff new to the Museum and offer mentoring via experienced First Nations employees to support them in navigating the workplace and future career paths.	December 2022	Head, People and Culture
2. Increase First Nations supplier diversity to support improved economic and social outcomes.	a.	Develop and implement a First Nations procurement strategy.	December 2022	Assistant Director, Corporate Operations and Services
	b.	Investigate Supply Nation membership.	August 2022	Manager, Governance and Legal Services
	c.	Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	December 2022	Manager, Governance and Legal Services
	d.	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2022	Manager, Governance and Legal Services
	e.	Ensure First Nations businesses are awarded a percentage of Museum contracts that meets or exceeds the targets under the Australian Government's Indigenous Procurement Policy.	July 2024	RAP Champions
	f.	Provide resources and information sessions to staff about the Australian Government's Indigenous Procurement Policy, including how to source goods and services from First Nations businesses.	December 2022	Manager, Governance and Legal Services
	g.	Maintain commercial relationships with 50 First Nations businesses.	May 2025	Head, Commercial and Enterprise
	h.	Showcase First Nations arts and crafts at the Museum Shop and through special events and pop-up displays.	July 2024	Head, Commercial and Enterprise

3. Improve access to collections to facilitate cultural revitalisation.	a. Engage senior First Nations advisors, including Elders and Traditional Owners, in major Museum projects and activities such as exhibition development, program development, publishing etc.	December 2022	RAP Champions
	b. Prioritise the digitisation and publication of First Nations material in the National Historical Collection.	December 2022	Head, Collection Development and Information
	c. Facilitate collection access visits for at least 10 First Nations peoples and/or communities per year.	July 2024	Head, Curatorial Centres
	d. Ensure Museum research relating to First Nations peoples and histories is conducted in partnership with First Nations stakeholders and with respect to Indigenous Cultural and Intellectual Property (ICIP).	December 2022	Assistant Director, Public Engagement
	e. Promote resources and research involving First Nations peoples through the Museum's website, social media and publications.	December 2022	Assistant Director, Public Engagement
	f. Review all documentation held at the Museum relating to ancestral remains, to incorporate new information on provenance, collectors, and/or caring for and returning ancestral remains into the Museum's collection management system.	December 2024	Head, Repatriation and Community Engagement
	g. Support and train repatriation employees to develop and maintain their knowledge of best practice and apply these processes to repatriate ancestral remains and sensitive cultural material. This includes encouraging attendance at repatriation ceremonies (if appropriate) and community engagement opportunities, and funding professional development.	December 2023	Head, Repatriation and Community Engagement
	h. Support and encourage the Museum's repatriation employees to build and further develop meaningful, two-way relationships with First Nations communities and cultural institutions in Australia and overseas, who are active in the repatriation area. This includes providing resourcing for travel, professional development and research where available.	December 2023	Assistant Director, Discovery and Collections
	i. Provide ongoing care for ancestral remains on behalf of community and in accordance with their wishes. This involves being agile and sensitive to community aspirations and approaches to caring for ancestors.	May 2025	Head, Repatriation and Community Engagement
	j. Support repatriation staff to lead and contribute to conversations about emerging repatriation issues, such as those of intellectual property, the sale of human remains, digital data reunification, and alternatives to destructive analysis.	May 2025	Head, Repatriation and Community Engagement

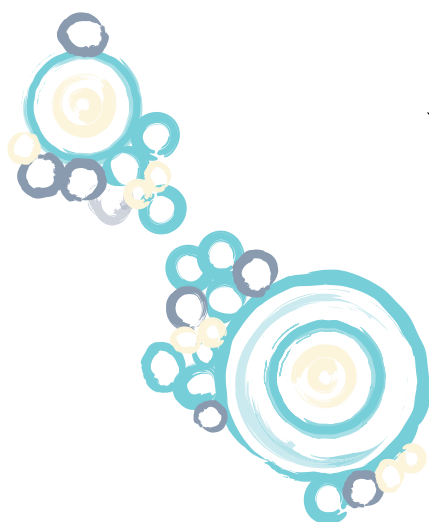
4. Ensure First Nations histories, cultures and perspectives are embedded in the Museum's programming.	a. Continue to offer daily talks to the general public that highlight First Nations content in the Museum.	August 2022	Head, Visitor Experience
	b. Continue to offer online education programs for teachers and students that feature modules on First Nations histories and cultures.	December 2022	Head, Visitor Experience
	c. Continue to offer training programs for the Diplomatic Academy within the Department of Foreign Affairs and Trade that feature First Nations histories and cultures.	July 2024	Assistant Director, Public Engagement
	d. Deliver three new outreach education programs that focus on First Nations histories and cultures, including the Museum to You Education Kit.	December 2022	Head, Visitor Experience
	e. Deliver two new onsite education programs that focus on First Nations histories and cultures.	December 2022	Head, Visitor Experience
	f. Invite the Museum's corporate partners to participate in programs featuring First Nations content, including exhibitions and education programs.	May 2023	Head, Commercial and Enterprise
	g. Support local and national awards that recognise First Nations art and cultural heritage, for example the Gab Titui Aboriginal and Torres Strait Islander Peoples Aboriginal and Torres Strait Islander Peoples Art Award.	July 2023	Assistant Director, Discovery and Collections
	h. Facilitate cultural learning for the Museum's audiences and stakeholders by addressing cultural awareness in outreach activities and public programs.	December 2022	Assistant Director, Public Engagement
	i. Undertake bi-annual review to update First Nations content in the Museum's permanent galleries, especially the First Australians gallery, to present new stories and different perspectives to Museum audiences.	May 2025	Assistant Director, Discovery and Collections



The Museum will ensure accountability for actions under the Stretch RAP by embedding regular reporting and monitoring systems to track delivery.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RWG to drive governance of the RAP.	a. Maintain First Nations representation on the RWG.	August 2022	Chair, RWG
	b. Apply Terms of Reference for the RWG, which are reviewed every two years.	September 2022	Chair, RWG
	c. Ensure the RWG meets at least four times per year to drive and monitor RAP implementation.	February, June, September and December annually	Chair, RWG
	d. Encourage staff from all divisions of the Museum to participate in the RWG, refreshing membership of the RWG annually.	May annually	Chair, RWG
2. Ensure decisions about First Nations cultural heritage continue to be made in collaboration with First Nations stakeholders.	a. Seek advice from the IRG on the Museum's major First Nations programs and activities.	July 2024	Director
	b. Establish and maintain internal committees to ensure a broad range of cultural perspectives are considered when making significant decisions and addressing issues relating to First Nations staff, audiences and other stakeholders.	August 2022	RAP Champions
3. Provide appropriate support for effective implementation of RAP commitments.	a. Embed resource needs for RAP implementation.	December 2022	RAP Champions
	b. Embed key RAP actions in performance expectations for all staff, including senior management.	December 2022	RAP Champions
	c. Establish appropriate systems and capability to track, measure and report on RAP commitments.	December 2022	Secretariat, RWG
	d. Maintain an internal RAP Champion from senior management.	August 2022	RAP Champions
	e. Include the RAP as a standing agenda item at senior management and Council meetings.	May, August, November, February annually	Manager, Governance and Legal Services

4. Build shared accountability and transparency by reporting RAP achievements, challenges and lessons both internally and externally.	a. Publish the RAP on the Museum's website and promote it in other public forums.	July 2024	Assistant Director, Public Engagement
	b. Provide a quarterly report on RAP deliverables to staff, senior leaders and the Museum's IRG.	February, May, August and November annually	Secretariat, RWG
	c. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Senior People and Culture Advisor
	d. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Secretariat, RWG
	e. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023, 2024	Secretariat, RWG
	f. Report on RAP activities in the Museum's annual report, outlining achievements, challenges and lessons.	October 2022, 2023, 2024	Secretariat, RWG
	g. Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022, 2024	Secretariat, RWG
	h. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Secretariat, RWG
5. Continue the Museum's reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Secretariat, RWG



About the artwork

Created by Amity Raymont, the circles were chosen to signify where people come together to collaborate on ideas. The largest of the circles (bottom right) represents the National Museum of Australia as the gathering place, the medium circle (top left) represents the RAP, and the small circles are the collaboration and sharing of ideas across all of the areas of the organisation in the creation process.



Contact details

Ruth Wilson

Chief Operating Officer
Corporate Operations and Services (Chair, RWG)

P +61 2 6208 5000
E ruth.wilson@nma.gov.au