

2023–2025

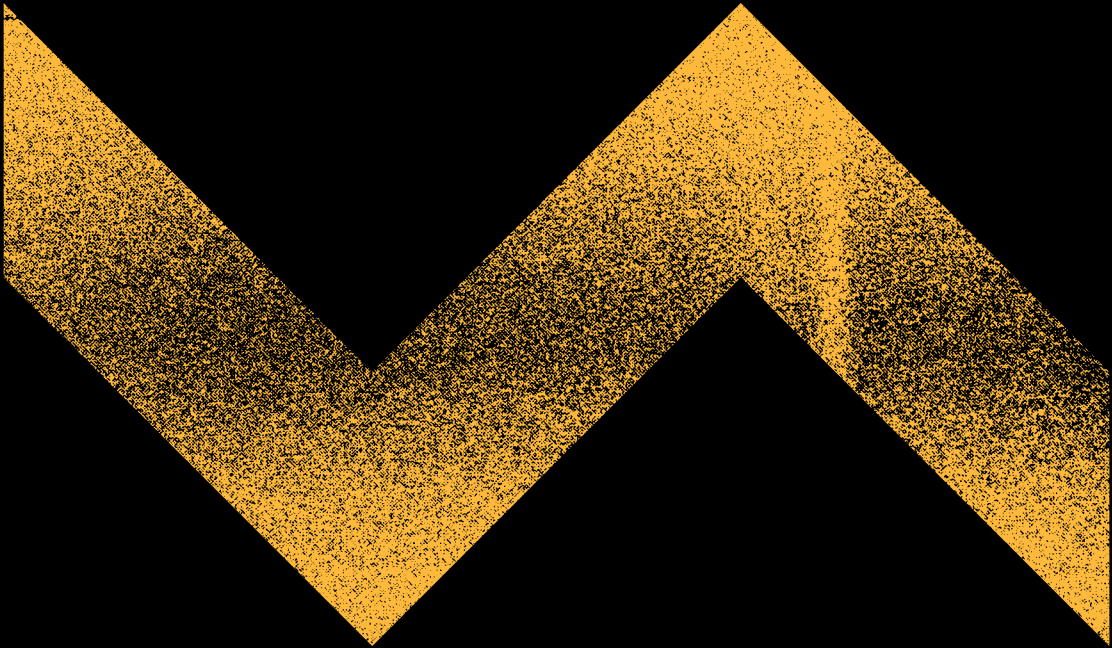
Innovate Reconciliation Action Plan





**The Australian Museum
acknowledges the Gadigal
people as the First Peoples
and Custodians of the land
and waterways on which
the Museum stands.**

**We pay our respect to
Gadigal Elders, Ancestors
and Country.**



Cover: Artist Laurance Magick Dennis of the cultural education group Milan Dhiyaan in the Winhangadurinya reflection space of the exhibition. Photo by James Alcock.
July 2023 – October 2025

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Foreward



Kim McKay AO
Director & CEO, Australian Museum

I am proud to launch our new Innovate Reconciliation Action Plan (RAP) in an important year for all Australians in reconciling our colonial history, with the 2023 referendum.

Collecting institutions like the Australian Museum (AM) encourage the public to engage and reflect on history. However, it is important for museums to critically assess our own past and the role we have played in perpetuating myths about First Nations peoples. Established in 1827 as the first museum in Australia, the AM is part of our country's colonial past. The Museum acknowledges the wrongs done to First Nations peoples, the continued custodians of the land on which it stands today. It is Gadigal land, land that was never ceded.

Over the past few years, the AM has presented groundbreaking and award-winning truth telling exhibitions like *Unsettled* and the *Burra Learning Place*. At the heart of these award-winning exhibitions and programs are the voices of First Nations peoples – the stories, traditions and knowledge that we can all reflect on and learn from.

Our commitment to real consultation and collaboration to amplify First Nations voices has only just begun and our new Innovate RAP sets out a series of actions to build on this solid ground and build a more reconciled Australia for everyone.

South-East Aboriginal Shields as displayed in *Bayala Nura*.
Photo by Natalia Mroz.



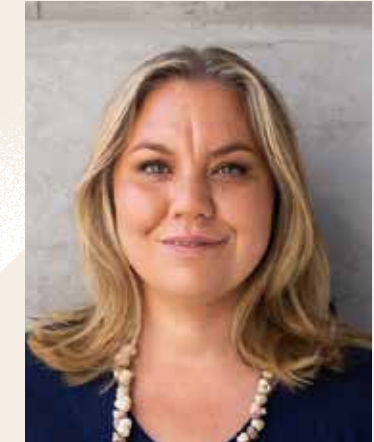
Professor Larissa Behrendt AO
Australian Museum Trustee

The Australian Museum is challenging the historical relationship between First Nations peoples and collecting institutions, which often featured disproportionate power dynamics and involved culturally insensitive practices. Its privileging of the perspectives and views of First Nations peoples has had the impact of redefining the conversations a museum can have with its visiting public.

Not only can they look, listen, learn, and deepen their understanding, they can do so knowing they are engaging with accurate and authentic First Nations representations and experiences, told by First Nations peoples themselves, in their words and personal expressions embedded in culture.

This paradigm shift would not be possible without the vision and drive of First Nations staff and their efforts across the Museum's operations and strategy work. That the Australian Museum as a trusted institution has prioritised First Nation's voices as central and foremost in its activities, highlights the impact that an increased First Nations presence can have in the arts, cultural, and tourism sectors.

The Australian Museum's Innovate RAP 2023-2025 builds on recent First Nations-led and -informed work, setting a critical path for our future.



Laura McBride
Director First Nations, Australian Museum

Since its first Reflect RAP, the Australian Museum has progressed its efforts to be a strong advocate for First Nations peoples, cultures, and knowledge through delivering high quality projects, programs and exhibitions developed in collaboration with Aboriginal and Torres Strait Islander peoples.

Notably, in this time and through the learning that has come from these projects, the AM has established the First Nations Division and the related Director position at the Museum in 2021, where significant groundwork had been made to ensure that First Nations people have a seat and a voice at the decision-making table.

I am very pleased to join the rest of the executive leadership team and Trustees in launching the Australian Museum's Innovate RAP. This marks another key opportunity for promoting and nurturing respectful relationships between First Nations and non-Indigenous Australians through the influential platform that the Australian Museum holds as a leading cultural and scientific authority in NSW.

I thank my colleagues across the Australian Museum for participating on this important journey involving reconciliation in action and truth-telling within our public institution.



Karen Mundine
CEO, Reconciliation Australia

Reconciliation Australia commends the Australian Museum on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Australian Museum continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Australian Museum will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Australian Museum using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Australian Museum to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the Australian Museum will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Australian Museum's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to the Australian Museum on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

The mahn: fisherwoman display in *Bayala Nura*.
Photo by Nick Langley.

About the AM

The Australian Museum is Australia's first Museum founded in 1827.

The AM is a NSW State Government organisation that specialises in natural history and cultures of Australia and the Pacific, holding over 22 million objects in the Museum's collections. The Australian Museum uses its custodianship of collections and their tangible and intangible heritage to shape ideas, inform debates, influence policy, and demonstrate cultural richness and diversity. Our business combines exhibitions, collection development, research, education, and programs about the natural world, and about First Nations' cultural heritage, knowledges, and cultures.

The Australian Museum operates under the *Australian Museum Trust Act 1975* (NSW) and is governed by a Board of Trustees. The Board of Trustees currently has 11 members, one of whom must have knowledge of, or experience in science; one of whom must have knowledge of, or experience in education; and one of whom must have knowledge of, or experience in Australian Indigenous culture. As of April 2023, the Australian Museum had a workforce of approximately 277 staff, with 7 Aboriginal staff members; the AM has one First Nations' Trustee and one First Nations Senior Executive.

The Australian Museum is located in the Sydney CBD, on the corner of William and College Streets in Darlinghurst, NSW. The Museum operates offsite collections facilities in Rydalmere and Castle Hill, NSW, as well as a scientific research station on Lizard Island in the Great Barrier Reef, Queensland.

Case Studies



Above: Bundjalung artist Jai Darby Walker's *Keeper of the Law*, *Keeper of the Song*, *Keeper of the Dance* artworks displayed in *Unsettled* exhibition. Photo by Abram Powell.



Unsettled exhibition

The *Unsettled* exhibition uncovered the untold histories behind this nation's foundation story, as told by First Nations peoples. These first-hand accounts were presented in the Australian Museum's 1,000sqm basement touring hall in 2021-2022 through long hidden historical documents, large-scale artworks, immersive experiences, and never-before-seen objects from the Australian Museum collections.

As informed by *The 2020 Project* community consultation report, the exhibition included contributions from Elders sharing their lived experiences, and Aboriginal artists visually representing Indigenous sovereignty and responding to British colonisation. With 8 thematic sections following a chronological, linear structure, more than 80 significant cultural objects and over 100 contributions by First Nations peoples across the country, *Unsettled* illuminates the power of truth-telling to realise change.

Understanding our shared past is an important step towards healing for a shared future. Development of the Digital Twin of *Unsettled* aimed to preserve the works, curation and intrinsic story of the exhibition for posterity. It has also enabled extension of this exhibition, with sound, embeded video, extra information and interactive 3D scans, allowing a new and unique experience to emerge.

Produced by PHORIA immersive studio, the Captured platform allows audiences to experience this important exhibition via desktop, mobile and virtual reality devices. The exhibition's multimedia installations are revealed as embedded video and features audio guides spoken by curator Laura McBride as well as 3D photogrammetry documentation of objects in the space.

Unsettled illuminates the power of truth-telling to realise change. As a digital twin experience of this exhibition, we have amplified access to this understanding of our shared past, as an important step towards healing for a shared future.

Visit: australian.museum/learn/first-nations/unsettled
Curators: Laura McBride & Mariko Smith

Left: Alysea Adamson in front of *Brothers (The Prodigal Son II)* by Tony Albert (Girramay, Kuku Yalanji) projection.
Above: Visitors reflecting in the Winhangadurinya immersive experience space. Photos by Anna Kučera.



Burra Learning Place

On Level 2 at the Australian Museum (AM) you will find Burra learning space (Burra) – an innovative learning space combining First Nations knowledges and Western scientific practices.

Burra demonstrates how science and culture can actively support and enrich each other, while sharing the importance of caring for Country and looking after our environment. It is innovative because it is the first time a children's learning space has been produced and embedded in First Nations knowledges and ways of knowing. Burra is informed by First Nations voices and knowledge systems, offering intergenerational learning experiences which represent the way that knowledge is transferred in First Nations communities.

At all stages of the project development and ongoing operations, First Nations artists and knowledge holders are preferred, an example is the murals, created by First Nations artist Jasmine Miikika Craciun, who worked alongside First Nations knowledge holders and AM curators to authentically and appropriately represent content.

Children can watch the creation story of the Jenolan Caves, listen to Aunty Julie Freeman describe the gifts of the gadi tree, follow a Pacific Islander dance, investigate a diorama of local rockpools, see a stone core dug from under the AM, crawl along a projection of the East Australian current, join a school weaving program, and make a shark hat.

With 700 sqm dedicated to child and family learning and co-located with the Billabong Kiosk and the parents'

room, Burra opened at the beginning of NAIDOC Week in July 2022. Burra features two multi-purpose teaching spaces, several versatile programming areas, and learning zones catering for a diverse range of ages and learning stages.

Burra, meaning 'Eel' in the First Nations languages of Sydney and Australia's South Coast. Visitors follow the extraordinary life cycle of the eel across fresh, brackish, and saltwater ecosystems across Australia's South East and the Pacific. Along the way, they learn about the environment and the importance of taking care of Country.

Development of *Burra* involved extensive consultation with local First Nations custodians who chose the eel as the teacher for the space. Eels are important for many First Nations and Pasifika Peoples, representing creation, formation of oceans and rivers, migration and seasonal indicators. Eels begin life in the Pacific and migrate to the coasts, estuaries and freshwater rivers of Australia where they spend decades inland maturing. Learning about intimate connections between First Nations Peoples and the environment, alongside Western scientific practices, helps visitors gain a relatable experience of science and build knowledge of local cultural wisdom.

Burra Learning Place. Photos by Anna Kučera.

United Nations Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals (SDGs) are a globally accepted framework for sustainable development that recognise the co-dependence of society, the economy and the environment. The Australian Museum has aligned their RAP to a set of clear and actionable commitments that deliver on the following goals.

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



AM RAP

As the first museum in Australia, established in 1827, the Australian Museum played a significant role in Australia’s colonial history.

The AM recognises that our past exhibition, research, and collecting practices did not accurately represent First Nations peoples, histories or cultures, and that biased and often negative perceptions of First Nations peoples were portrayed as scientific truths.

Over the past decade there has been significant work undertaken to incorporate improvements to our processes and procedures that enable the AM to value and centre First Nations perspectives and agency across the Museum. This has been governed by different strategic policies and documents including: The AM’s first Reflect Reconciliation Action Plan (2014-2016); Aboriginal & Torres Strait Islander Strategy (2017-2020); and First Nations as a core strategic pillar of our Corporate Strategic Plan (2021-2024) “Be a cultural leader and advocate for First Nations history”. The Australian Museum is now committing to the delivery of an Innovate RAP to assist the Museum to continue its journey of improvement in First Nations cultural business.

We understand that reconciliation is everyone’s business and that to achieve meaningful action we will require skills and expertise from across the Museum. To initiate planning for this RAP, the AM conducted an all-staff survey, followed by a series of four facilitator-led staff workshops seeking information about what AM employees would like to achieve from a RAP.

Our Innovate RAP actions and deliverables were derived from the outcomes of the staff survey and workshops, and was written in consultation with First Nations staff. Our RAP has three focus areas, and a series of actions and deliverables to ensure thorough governance:



- 1. Relationships**
Increased Engagement, Consultation, and Repatriation
- 2. Respect**
Truth-telling and Education
- 3. Opportunities**
Economic participation and self-determination

Left: Woven emu detail made by Auntie Daniella Chedzey. Photo by Abram Powell. **Right:** Aiesha Saunders and Uncle Vic Simms, Ngalu Warrawi Marri. Photo by Anna Kučera.



Governance

The Australia Museum's RAP Working Group will oversee the delivery of the Innovate RAP and champion the actions and deliverables across the Museum.

The Working Group comprises representatives from across the Museum's operations and representatives who have responsibilities within their respective departments. The Working Group will support one another on progressing through the deliverables and provide advice and support where necessary. Six members of the Working Group are Aboriginal or Torres Strait Islander staff members. Additional working group members may be added when necessary. Our RAP will be championed by two members of the executive leadership team: Laura McBride, Director, First Nations (co-chair) and Amanda Farrar, Director, Public Affairs & Development (co-chair).

Executive Leadership Team

Director, First Nations* (co-chair)
 Director, Public Affairs & Development (co-chair)
 Chief Financial Officer
 Associate Director, People & Culture

Museums Experience & Engagement

Head of Exhibitions
 Producer, Exhibitions
 Creative Producer, First Nations*
 First Nations Education Lead*
 Manager, Education

Australian Museum Research Institute

Associate Director, Australian Museum Research Institute
 Manager, Collection Care & Conservation

Marketing, Communications & Partnerships

Head of Communications
 Internal Communications Officer

Operations

Chief Procurement Officer
 Head of Commercial & Operations
 Manager, Finance
 Manager, Human Resources Service
 General Counsel

First Nations

Manager, Repatriation Program, First Nations*
 Curator, First Nations*
 Manager, First Nations Collections & Engagement*
 Executive Assistant & Divisional Co-ordinator, First Nations

Visitors in *Unsettled* exhibition. Photo by Anna Kučera.

Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples is critical to the success of First Nations business and operations at the Australian Museum.

It has been illustrated that productive and meaningful relationships grow from genuine engagement and consultation where First Nations peoples have agency and self-determination. The Museum will endeavour to build and strengthen relationships through an increased commitment to repatriation efforts, and ensuring community consultation outcomes are embedded within First Nations planning and policy.



Above: Ngalu Warrawi Marri. Photo by Anna Kucera.
Behind: Detail from Barka exhibition. Photo by Abram Powell.

Focus area: Increased Engagement, Consultation and Repatriation

Actions	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to consult with Aboriginal and Torres Strait Islander stakeholders and organisations when developing, reviewing and updating guiding principles and policies.	Ongoing (Review July 2024, June 2025)	Lead: Director, First Nations Support: First Nations Division
	Ensure existing policies and procedures that guide engagement with Aboriginal and Torres Strait Islander stakeholders and organisations are reviewed and updated regularly.	Ongoing (Review July 2024, June 2025)	Lead: Director, First Nations Support: Manager, First Nations Collections & Engagement
	Develop and implement a new Australian Museum Repatriation Policy in collaboration with Aboriginal staff, community and government stakeholders to establish a 10 year <i>Returning Them Home</i> Repatriation Program.	March 2024	Lead: Manager, Repatriation Program, First Nations Support: Director, First Nations
	Undertake consultation with Aboriginal & Torres Strait Islander peoples to ascertain what themes and topics they would like the AM to prioritise across exhibitions, projects, research, education, public programming and online from 2025 to 2030. Minimum 1000 participants. Produce a report on consultation findings that will guide the Museum’s direction on First Nations projects.	November 2023	Lead: Curator, First Nations Support: Director, First Nations
	When describing a new species to add to the scientific record, Australian Museum Research Institute (AMRI) scientists will attempt consultation with relevant Aboriginal stakeholders to include First Nations knowledges (relationship/language names) in the announcement.	July 2024	Lead: Associate Director, Australian Museum Research Institute Support: Manager, First Nations Collections & Engagement

Focus area: Increased Engagement, Consultation and Repatriation			
Actions	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW) and promote reconciliation through our sphere of influence.	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to AM staff.	May 2024, May 2025	Lead: Internal Communications Officer Support: Head of Communications
	RAP Working Group members to participate in an external NRW event.	May 2024, May 2025	Lead: Internal Communications Officer Support: Head of Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024, May 2025	Lead: Director, Public Affairs & Development Support: Head of Communications
	Organise at least one NRW event each year.	May 2024, May 2025	Lead: Creative Producer, First Nations Support: Manager, Programming
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2024, May 2025	Lead: Internal Communications Officer Support: Head of Communications
	Communicate our commitment to reconciliation publicly.	May 2024, May 2025	Lead: Head of Communications Support: Director, Marketing, Communications & Partnerships

Focus area: Increased Engagement, Consultation and Repatriation			
Actions	Deliverable	Timeline	Responsibility
3. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Communicate our commitment to reconciliation publicly.	July 2023, July 2024, July 2025	Lead: Head of Communications Support: Director, Marketing, Communications & Partnerships
	Continue to positively influence our external stakeholders through Aboriginal and Torres Strait Islander projects.	Ongoing (Review July 2024, June 2025)	Lead: Head of Communications Support: Director, Marketing, Communications & Partnerships
	Investigate ways to build on existing partnerships with RAP and like-minded organisations to develop innovative ways to promote reconciliation, self-determination and best practice in cultural heritage	Ongoing (Review July 2024, June 2025)	Lead: Head of Partnerships Support: Director Marketing, Communications & Partnerships
	4. Promote positive race relations through anti-discrimination strategies.	Ongoing (Review July 2024, June 2025)	Lead: Service Manager, Human Resources Support: Associate Director, People & Culture
	Continue to adhere to Anti-Discrimination NSW policies and procedures, in line with the <i>Anti-Discrimination Act 1977</i> (NSW).	Ongoing (Review July 2024, June 2025)	Lead: Associate Director, People & Culture Support: Human Resources Team
	Continue to engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to identify any future needs and provisions within anti-discrimination policies.	Ongoing (Review July 2024, June 2025)	Lead: Director Public Affairs & Development Support: Director, First Nations

Respect

The Australian Museum recognises its international reputation as a scientific and cultural authority in NSW.

We aim to use our position to strengthen respect and understanding among the Australian public about Aboriginal peoples, cultures and knowledges through truth-telling exhibitions and projects that are self-determined and follow best practice cultural protocols. We aim to continually improve how we undertake our First Nations operations and processes across the organisation by building a culturally competent and empowered workforce to help us achieve these goals.



Above: View from *Unsettled* Exhibition. Photo © Anna Kucera.
Behind: Close-up of Shield made by Uncle Chicka Madden (Gadigal Elder) within the *GADI* exhibition. Photos by Abram Powell.

Focus area: Truth-telling and Education			
Actions	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights through cultural learning and education.	Conduct a review of cultural learning needs within our organisation, and produce a cultural learning needs report.	July 2025	Lead: Service Manager, Human Resources Support: Associate Director, People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform cultural learning at the Australian Museum.	Ongoing (Review July 2024, June 2025)	Lead: Director, First Nations Support: Manager, First Nations Collections & Engagement
	Develop and implement online AM cultural induction package for all staff.	Ongoing (July 2025)	Lead: Service Manager, Human Resources Support: Associate Director, People & Culture
	All staff to undertake in-person or online cultural competency course/s.	Ongoing (Review July 2024, June 2025)	Lead: Service Manager, Human Resources Support: Associate Director, People & Culture
	Enable the opportunity for AM teams working on cultural projects to have an in-depth professional cultural learning experience conducted by Aboriginal and/or Torres Strait Islander peoples each financial year.	July 2024, July 2025	Lead: Director, First Nations Support: Associate Director, People & Culture
	Deliver weekly First Nations-led tours of the Aboriginal and Torres Strait Islander exhibitions.	July 2023 to July 2025 (Review Jan 2024, July 2024, Jan 2025, June 2025).	Lead: Creative Producer, First Nations Support: Manager, Programming
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Lead: Director, First Nations Support: First Nations Division
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023	Lead: Director, First Nations Support: Manager, First Nations Collections & Engagement

Focus area: Truth-telling and Education			
Actions	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Adhere to Indigenous Cultural and Intellectual Property (ICIP) protocols across all AM operations. Ensuring an Intellectual Property (IP) License or ICIP written consent is signed for all cultural content sourced and shared at the Australian Museum and across its publications and digital channels.	Ongoing (Review July 2024, June 2025)	Lead: General Counsel Support: Director, First Nations; Manager, First Nations Collections & Engagement
	Develop and implement ICIP guidelines and procedures document to accompany the protocols to assist staff in their understanding of ICIP.		
	Conduct a review of Australian Museum Research Institute Policy and Procedures to identify areas where improvements can be made to ensure best practice cultural research when working with First Nations peoples, objects and Country.	July 2025	Lead: Associate Director, Australian Museum Research Institute Support: Manager, First Nations Collections & Engagement
	RAP Working Group representatives to participate in external NAIDOC Week events, as part of a NAIDOC program	July 2024, July 2025	Lead: First Nations Education Lead Support: Director, Public Affairs & Development
	Develop and deliver a NAIDOC program aligned with the yearly theme.	July 2023, 2024, 2025	Lead: Creative Producer, First Nations Support: Manager, Programming
	Ensure HR policies and procedures related to staff participation in NAIDOC activities are free of barriers and are effectively communicated to all Aboriginal and Torres Strait Islander staff, including entitlements related to leave and celebrations in the community	July 2023, 2024, 2025	Lead: Service Manager, Human Resources Support: Associate Director, People & Culture
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing (Review July 2024, June 2025)	Lead: Director, First Nations Support: First Nations Division

Focus area: Truth-telling and Education			
Actions	Deliverable	Timeline	Responsibility
	Continue to include an Acknowledgement of Country with a Gadigal Elder or approved appropriate community representative for all large events, and at the commencement of important meetings and medium to small scale events by the MC or chair.	Ongoing (Review July 2024, June 2025)	Lead: Director, First Nations Support: First Nations Division
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024, 2025	Lead: Head of Communications Support: Executive Leadership Team
	Deliver a new world class permanent Aboriginal and Torres Strait Islander exhibition that increases understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights.	Nov 2025 (Review March 2024, March 2025)	Lead: Curator, First Nations Support: Producer, Exhibitions
	Deliver a temporary exhibition that has a focus of NSW Aboriginal Cultures, knowledges, values or issues.	July 2023	Lead: Curator, First Nations Support: Producer, Exhibitions
	Deliver authentic First Nations education programs and learning journeys to 3000 Primary, Secondary and Tertiary students per year.	Ongoing (Review March 2024, March 2025)	Lead: First Nations Education Lead Support: Manager, Education
	Deliver four First Nations-led events and programs to the public each year. This will include Ngalu Warrawi Marri (We Stand Strong) First Nations Self-determination event offered free to the public. This event is an Aboriginal led response to Australia Day/Invasion Day and allows Aboriginal people to share their views and celebrate cultures.	Ongoing (Review July 2024, June 2025)	Lead: Creative Producer, First Nations Support: Manager, Programming
4. Investigate and implement new ways the Museum can provide cultural learning to the broader Australian public and international visitors.	Undertake annual Elders-In-Residence program (2024 & 2025). This program will have a senior Aboriginal or Torres Strait Islander person work across areas of the Museum to build relationships and cultural awareness for Museum staff and visitors.	June 2024, June 2025	Lead: Curator, First Nations Support: Manager, Programming

Opportunities

First Nations peoples and communities are integral to ensuring best practice interpretation and management of First Nations cultural materials and engagement at the Australian Museum.

The Museum will contribute to increased First Nations economic and social participation by focusing on Aboriginal employment, retention, professional development and procurement strategies and processes. The Australian Museum will look for opportunities to strengthen self-determination initiatives through development of a First Nations Cultural Research Centre that produces high-quality, best-practice research on First Nations cultures, history, collections and archives.



Photos: Auntie Julie Freeman sewing on part of the community possum skin cloak commissioned for Burra Learning Place. Photos supplied by First Nations Division.

Focus area: Economic participation and self-determination

Actions	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	Lead: Associate Director, People & Culture Support: Director, First Nations
	Engage with Aboriginal and Torres Strait Islander staff to consult on our Aboriginal employment, retention and professional development strategy.	February 2024	Lead: Associate Director, People & Culture Support: Director, First Nations
	Develop and implement an Aboriginal and Torres Strait Islander employment, retention and professional development strategy.	June 2025	Lead: Associate Director, People & Culture Support: Director, First Nations
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing (Review September 2023, September 2024)	Lead: Service Manager, Human Resources Support: HR team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2024	Lead: Service Manager, Human Resources Support: Associate Director, People & Culture
	Provide support and resources for the First Nations Division to undertake an offsite cultural planning and development days with key Aboriginal Elders and/or stakeholders to increase retention and cultural professional development and support for Aboriginal and Torres Strait Islander staff. Engagement and Planning days.	February 2024, February 2025	Lead: First Nations Director Support: CEO & Director
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and strengthen our online procurement strategy and procurement procedures in line with set metrics and targets and strategies in the NSW Aboriginal Procurement Policy, to increase future procurement services from First Nation suppliers.	July 2024, 2025	Lead: Chief Procurement Officer Support: Chief Operating Officer

Focus area: Economic participation and self-determination			
Actions	Deliverable	Timeline	Responsibility
	Identify room for growth with existing Aboriginal and/or Torres Strait Islander suppliers and investigate increasing Aboriginal supplier diversity.	Ongoing (Review July 2024, June 2025)	Lead: Chief Procurement Officer Support: Chief Operating Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing (Review July 2024, June 2025)	Lead: Head of Procurement Support: Chief Operating Officer; Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2023	Lead: Head of Procurement Support: Chief Operating Officer
	Review procurement activities for Aboriginal and Torres Strait Islander businesses and contractors across the AM to understand baseline metrics to be well informed in the development of a strategy that will increase supplier diversity and procurement of services from First Nations suppliers.	July 2024	Lead: Chief Financial Officer Support: Manager, Finance
	Engage three new First Nations suppliers annually to increase Aboriginal supplier diversity in sharing cultural knowledge at AM (excluding First Nations commercial suppliers and partnerships with AM shop).	Ongoing (Review January 2024, January 2025)	Lead: Director, First Nations Support: First Nations Division
	Develop strategy to increase First Nations commercial activity in the AM store and preference stock that originates from Aboriginal peoples who are descendants of South East Australian Sovereign Nations and language groups with a focus on NSW.	July 2025	Lead: Head of Commercial & Operations Support: Chief Operating Officer
3. Scope the framework for a First Nations Cultural Research Centre.	Create a proposal and framework for the AM's First Nations Cultural Research Centre that will aim to produce high-quality, best-practice research on First Nations cultures, history, collections and archives. Meet with donors and partners to seek interest, support or funding to establish the FNCRC.	July 2025	Lead: Director, First Nations Support: Director, Public Affairs & Development; Manager, First Nations Collections & Engagement

Governance			
Actions	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Ongoing (Review July 2024, June 2025)	Lead: Director, First Nations Support: Director, Public Affairs & Development
	Establish and apply a Terms of Reference for the RWG.	August 2023	Lead: Director, Public Affairs & Development Support: Director, First Nations
	Establish and apply a Terms of Reference for the RWG.	September, December, March, June, 2023, 2024, 2025	Lead: Director, Public Affairs & Development Support: Executive Assistant & Divisional Co-ordinator, First Nations
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	Lead: Chief Financial Officer Support: All responsible cost centre managers with staff members that have RAP deliverables
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023, May 2024, May 2025	Lead: CEO & Director Support: Executive Leadership team
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sep, Dec, March, June, 2023, 2024, 2025	Lead: Director, Public Affairs & Development Support: Director, First Nations
	Appoint and maintain an internal RAP Champion from senior management.	July 2023	Lead: Director, First Nations Support: Director, Public Affairs & Development

Governance			
Actions	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Lead: Executive Assistant & Divisional Co-ordinator, First Nations Support: Director, First Nations
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Lead: Executive Assistant & Divisional Co-ordinator, First Nations Support: Director, First Nations
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Lead: Director, Public Affairs & Development Support: Director, First Nations
	Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June (between July 2023 and June 2025).	Lead: Executive Assistant & Divisional Co-ordinator, First Nations Support: Director, First Nations
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2023, 2024, 2025	Lead: Director, First Nations Support: Head of Communications
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	August 2023	Lead: Associate Director, People & Culture Support: Director, First Nations
	Submit ‘traffic light’ report to Reconciliation Australia at the conclusion of this RAP.	August 2025	Lead: Director, First Nations Support: Director, Public Affairs & Development
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	January 2025	Lead: Director, First Nations Support: Director, Public Affairs & Development



Weaving as part of Adorned Workshop. Photo by Daniel Boud.

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