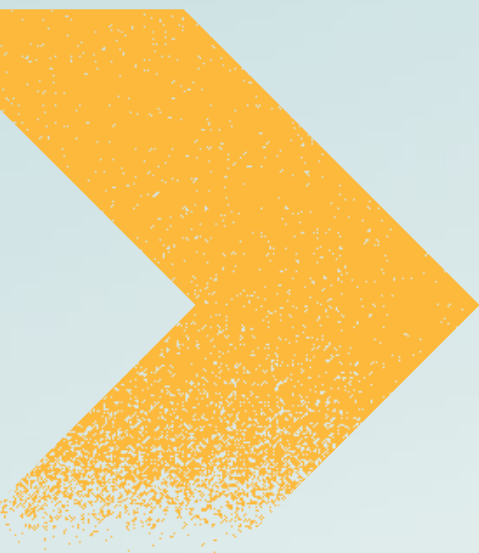


2026–2028

Innovate Reconciliation Action Plan



May 2026 - August 2028





The Australian Museum acknowledges that we operate on the lands, waters and skies of many First Nations peoples. As Australia's first museum, we share the responsibility of advocating for Country and honouring First Nations peoples and knowledges.

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Vision for Reconciliation

The Australian Museum's vision for reconciliation is one where First Nations peoples do not navigate cultural institutions, they help shape them. It is where collections built during colonisation become instruments of healing, self-determination and cultural continuity. Where every researcher, educator, curator and leader understands that their work is inseparable from the work of reconciliation. And where this museum stands as proof that a cultural institution can reckon honestly with its past and build something worthy of the future – setting the standard for what genuine, self-determined First Nations practice looks like across the sector.

Forewords



Kim McKay AO
Director and CEO

In 2027, the Australian Museum (AM) will mark its 200th Anniversary. It is a milestone that demands honest reckoning as much as it invites reflection. As Australia's first museum – built in the image and with the same remit as a British cultural institution – the AM is inextricably part of this country's colonial history. Early collection practices, research, and exhibitions contributed to the myths and misrepresentations about First Nations peoples that continue to have a lasting impact. The AM will not shy away from that history. Reconciliation is not an aspiration sitting alongside core business. To us it is core business.

The failure of the 2023 Referendum to enshrine a First Nations Voice to Parliament was a painful signal that the work of reconciliation remains unfinished, and in some quarters, it is fiercely resisted. The AM is committed to using its reach and authority to drive positive social change. Over the past decade the AM has moved from being a repository of non-Indigenous interpretations of First Nations cultures, to a platform where First Nations peoples tell their own stories on their own terms. The AM has established a First Nations Division, appointed a Director of First Nations, and ensured that First Nations peoples sit at every significant decision-making table. These are not gestures. They are structural commitments, built through genuine collaboration

There is more to do. This RAP challenges the AM to look inward as much as outward: to ensure its internal culture genuinely matches its external advocacy, and that it is a culturally safe institution for First Nations staff, visitors and communities.

The opening of *ALWAYS* – a new, landmark permanent First Nations exhibition to be built on two unshakeable foundations: truth-telling and connections to Country – will be among the most significant activities in the AM's 200-year history. Developed in partnership with Aboriginal and Torres Strait Islander peoples, it will invite every visitor to sit with the honest, often complex history of Australia, and to understand that First Nations peoples have never been separated from it. *ALWAYS* will not be an exhibition about the past. It will be a living testament to cultures that have endured, adapted and continued to shape their realities on their own terms.

That is the work ahead. And we are *All In*.



Distinguished Professor Larissa Behrendt AO
Australian Museum Trustee

The Australian Museum has made a genuine and sustained shift away from disproportionate power dynamics in how it conducts its cultural business. That shift was hard-won but important. These paradigm shifts are not self-sustaining. They require institutions willing to hold the line when the broader environment makes that harder.

We are now in that harder moment. The failure of the 2023 Referendum was not only a political setback. It was a signal about the depth of work still required in this country, work that cultural institutions are uniquely positioned to do, and uniquely accountable for doing well. Museums shape how communities understand history, identity, and belonging. In a climate where racism has become more visible and reconciliation more contested, that responsibility only intensifies.

What distinguishes the Australian Museum's approach is that it has not retreated into safe, symbolic gestures. The structural commitments are real. First Nations leadership embedded at executive and governance levels, exhibitions built on genuine partnership, and now a RAP that looks inward as honestly as it looks outward. As a Trustee, I hold the institution to those commitments. And as a Euhleyai / Gamillaroi woman, I understand what it means when institutions choose accountability over comfort.

Self-determination is a standard against which those frameworks must be measured. This RAP, with its focus on economic participation and opportunity alongside relationships and respect, begins to ask that harder question.

The work is far from finished. But this institution is asking the right things of itself.



Laura McBride
Director, First Nations

Reconciliation is not a destination you arrive at, and it is much more than just a means to an end. It is an ongoing practice that you commit to in your everyday work. Leading First Nations practice at the Australian Museum, I can speak to what that means here, in Australia's first museum.

Reconciliation requires honesty about what this institution once was. The Australian Museum was not a neutral observer of Aboriginal and Torres Strait Islander peoples and cultures. We recorded, classified, and displayed Indigenous peoples through a colonial lens that declared our cultures as remnants of a "dying race", "curiosities" to be preserved rather than peoples with living, sovereign presence. That history does not disappear because we have changed direction and hired more Indigenous staff. It sits inside these walls, and it sits with the First Nations people who work here.

Aboriginal and Torres Strait Islander staff should not be expected to carry the burden of reconciling an institution with its own history simply by virtue of our presence. Staffing alone does not dismantle systemic structures that were built on discriminatory notions. Representation alone does not undo harm. The responsibility for reconciliation belongs to the whole institution, and to every person within it.

What genuine reconciliation is defined by is the relationships: unrushed, accountable, and built on trust that must be earned before it can be given. The work of the First Nations Division and allied departments has forged those partnerships over years. The *Unsettled* exhibition and the forthcoming *ALWAYS* First Nations gallery will be proof that when communities lead, when their voices are not simply consulted but genuinely integrated and centred, the result speaks for itself.

This RAP asks us to carry that same standard into everything else we do, across relationships, respect, and opportunities. The next phase of this work is not about having a seat at the table. It is about what we are courageous enough to put on it.



Karen Mundine

Chief Executive Officer Reconciliation Australia

Reconciliation Australia commends the Australian Museum on the formal endorsement of its third 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 over 5.5 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 3,000 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 Australian Museum on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



Left: Uncle John Baxter in the *Unfinished Business* exhibition (2026).
Photo by Louise Reilly.



About the Australian Museum

Established in 1827 as Australia's first museum, the Australian Museum is located on Gadigal Country in the heart of Sydney and welcomes as many as 1.5 million visitors through its doors each year.

It houses dynamic permanent galleries, award-winning exhibitions and undertakes scientific research through the Australian Museum Research Institute (AMRI). Underpinning this work is an irreplaceable collection of over 22 million objects and specimens representing the environmental and cultural histories of Australia and the Pacific region, the largest museum collection in the Southern Hemisphere. Along with its sandstone buildings, the collection is valued at over \$1.5 billion. The collection includes over 20,000 Aboriginal and Torres Strait Islander cultural objects and over 60,000 Pasifika cultural objects, positioning the AM as a significant site of cultural exchange, custodianship and learning.

The AM employs 13.5 full time and 6 casual Aboriginal staff, 4.88% of the workforce. The majority of these staff are employed in the First Nations Division and Education team which reflects the AM's recent focus on establishing a First Nations Division, the appointment of a Director, First Nations and ensuring that the First Nations collections are managed in a culturally appropriate way. The AM aspires to become a preferred employer for Aboriginal and Torres Strait Islander peoples and has developed a *First Nations Attraction, Recruitment, Retention and Professional Development Strategy* to support delivery of this goal.

The AM is a thought-leader, with a sphere of influence grounded in its world-leading scientific and cultural research and developed through values-aligned partnerships with universities, schools, other cultural organisations, First Nations and Pasifika community groups, and Government Departments. It is committed to increasing access and inclusion both on site and for regional and remote audiences through digital innovation, outreach and education programs, engaging with over 50,000 students each year.

Left: Visitors being led on a Waranara Tour in Garrigarrang. Photo by Anna Kučera.

Mission

To be the leading voice for the richness of life, the Earth, and culture in Australia and the Pacific.

Vision

To ignite wonder, inspire debate, and drive change.

Commitment Statement

We commit to transform the conversation around Climate Change, the environment and wildlife conservation, to prioritise First Nations cultures, and to continue to develop world leading science, collections, exhibitions, and education programs.

In addition to its main site on William Street, Sydney, the AM operates a Cultural Collections Centre in Rydalmere (Burrumbidgee Country), the AM's Lizard Island Research Station located on Jiigurru/Lizard Island (Dingaal Country) in the Great Barrier Reef, Queensland, and also houses some of its collections offsite at Castle Hill (Dharug Country).

Museums are among the most trusted institutions in the world and the most trusted source of information to learn about Aboriginal and Torres Strait Islander cultures. But that trust has not been universal, and it has not always been deserved. For many Aboriginal and Torres Strait Islander peoples, museums represent institutions that collected without consent, classified without respect, and presented harmful fictions as scientific fact. The trust the AM holds in the broader community was built historically, in part, on the erasure of First Nations voices. The AM recognises that the trust it holds was gained through its position of authority. As such, it has a significant obligation to First Nations communities regarding Ancestors and cultural material still held within its collections.

The AM's vision for reconciliation is one where First Nations voices, cultures, histories and knowledges are not filtered through non-Indigenous institutional authority. The work ahead for the AM is not only about repairing the past and ensuring that the trust placed in it is earned and legitimate. The AM is committed to being accountable for its own history, to undertaking the vital work to return Ancestors home to Country, and to achieving equitable outcomes for First Nations peoples by centring First Nations authority and leadership. The ambition is to become an institution shaped and defined by First Nations peoples and voices from within – in its leadership, its priorities and its values.

Reconciliation Journey

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

The AM acknowledges that its past exhibition, research, and collecting practices did not accurately represent First Nations peoples, histories or cultures. Biased and often harmful perceptions of First Nations peoples were presented as objective scientific truth.

Over the past decade, significant work has been undertaken to improve the processes and procedures that enable the AM to value and centre First Nations perspectives and agency across its work and activities. That work has been guided by a series of strategic commitments.

Below: Lake Cawndilla, which feeds into Barka (Darling River). Photo by Abram Powell.



Learnings and New Governance Approach

In 2025, the AM completed its second Innovate RAP. In considering whether to progress on the RISE continuum, the decision was made to remain at Innovate level – recognising that the AM needs to reset its RAP governance and accountability framework before moving forward, and to ensure that responsibility for reconciliation is embedded across the whole institution. For the AM to deliver on its reconciliation commitments with integrity, its internal culture must genuinely reflect its external advocacy.

The AM engaged Ninti Kata, a specialist First Nations consultancy, to guide the development of this RAP and to provide leadership with insights into good governance practice, building the enabling environment needed to achieve the AM's vision for reconciliation.

This third Innovate RAP (2026–2028) will support the AM to continue its journey of improvement in First Nations cultural business. As part of the RAP consultation and development process, actions and deliverables were

informed by staff feedback on the previous RAP, an all-staff survey, and one to one interviews with First Nations staff conducted by Ninti Kata. Three focus areas from the AM's second Innovate RAP are retained, with actions and deliverables building on recent achievements and addressing identified gaps.

Two new priority areas have been added to this Innovate RAP:

Voice, which sits within the *Relationships* pillar, reflects the AM's commitment to genuine collaboration in prioritising First Nations voices – to ensure that First Nations perspectives, agency, stories, traditions and knowledges are valued and centred across the AM for the benefit of all; and

Leadership, which sits within the *Respect* pillar, reflects the AM's commitment to becoming a cultural leader that prioritises First Nations histories, cultures and peoples. The AM's Innovate RAP will deliver continuous improvement in First Nations cultural business, and speaks to a genuine commitment to learning, including about First Nations culturally legitimate governance, to ensure that the AM is engaging with First Nations in ways that enable self-determination. This starts with listening to First Nations leaders and amplifying their voices throughout the organisation.

2026–2028 Reconciliation Framework

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

Strategic Commitments and Milestones

2014	Launch of the AM's first Innovate Reconciliation Action Plan (2014 – 2016)
2017	Aboriginal and Torres Strait Islander Strategy (2017 – 2020)
2018	GADI exhibition (2 March – 17 June 2018)
2019	<i>The 2020 Project Report</i> (First Nations community consultation report) published (May 2019)
2021	Establishment of the First Nations Division and appointment of Laura McBride as the inaugural Director, First Nations
2021	<i>Be a Cultural Leader and Advocate for First Nations History</i> established as a strategic pillar in the Corporate Strategic Plan (2021 – 2024)
2021	<i>Unsettled</i> exhibition (22 May – 30 June 2021 (pre-Covid lockdown) and 22 November 2021 – 27 January 2022 (post-Covid lockdown))
2022	Ten-year NSW Government grant secured to fund the <i>Returning them Home</i> Repatriation Program
2022	<i>Burra</i> education space opens (July 2022)
2023	Innovate Reconciliation Action Plan (2023 – 2025)
2023	<i>Barka: The Forgotten River</i> exhibition (16 March – 23 July 2023)
2023	<i>Her Name is Nanny Nellie</i> documentary and AM temporary display (19 July – 20 August 2023)
2024	<i>Mob at the Museum</i> Cultural Residency Program established
2025	<i>Prioritise First Nations and Pasifika Peoples, Cultures, and Collections</i> confirmed as a strategic pillar in the Corporate Strategic Plan (2025 – 2027)
2025	First Nations Consultation Report published (May 2025)
2025	<i>Unfinished Business</i> exhibition (1 November 2025 – 19 April 2026)



“Museums were built to preserve the past, yet the most important work we can do is shape the future – one where First Nations peoples and communities determine how their cultures, knowledges and stories live in the world.”

— Amanda Farrar PSM

Director, Strategy & Chief of Staff
Executive RAP Champion and
Co-Chair of the RAP Executive
Steering Committee

Governance

The new governance framework will streamline processes, clarify accountability and improve reporting and tracking. Moving the RAP governance secretariat function into the Office of the Director and CEO will also ensure that the AM closes any ‘do / say’ gaps, that leaders across the organisation are implementing public commitments, and that the responsibility for doing so does not fall to a small few, or to First Nations staff alone.

The Governance includes:

An **Executive Reconciliation Sponsor** who is the Director, Strategy & Chief of Staff - they have the largest internal reach and influence. The role of the Executive Reconciliation Sponsor is to:

- promote visibility the AM’s RAP commitments, vision and performance both internally and externally
- cascade key communications to engage the broader workforce in ‘the why’
- provide a support mechanism (for example, where investment or executive intervention may be required)

A **RAP Leadership Steering Committee (RLSC)** comprising the Executive Leadership Team which meets at least four times each year to drive and monitor RAP implementation.

The RLSC Co-Chairs be the Director, Strategy & Chief of Staff and the Director, First Nations.

The Co-Chair positions will oversee and guide the work of the committee, ensure active engagement of the Executive Leadership Team, and drive accountability for completion of RAP commitments.

RAP Leadership Steering Committee Members:

- Director, First Nations* (Co-Chair)
- Director, Strategy & Chief of Staff (Co-Chair)
- Director and CEO
- Director, Corporate Services
- Chief Financial Officer
- Director, Marketing, Communications & Partnerships
- Director, Museum Experience & Engagement
- Director, AMRI
- AMRI Chief Scientist
- General Counsel & Associate Director
- Associate Director, People & Culture

A **RAP Implementation Working Group (RIWG)** which comprises staff within teams with direct accountability for implementation of RAP actions, or delegates when the action owner is also a member of the Steering Committee. This group will be responsible for reporting RAP performance to the RLSC member for their business area.

RAP Implementation Working Group Members:

- Senior Project Officer, First Nations (Co-Chair)
- Manager, Office of the Director & CEO (Co-Chair)
- Director, Strategy & Chief of Staff
- Chief Financial Officer
- Director, Corporate Services
- Director, Marketing, Communications & Partnerships
- Director, Museum Experience & Engagement
- Director, AMRI
- AMRI Chief Scientist
- Associate Director, People & Culture
- Head, Collections & Engagement (Aboriginal & Torres Strait Islander)*
- Head of Communications
- Senior Specialist (Research & Publications), First Nations*
- Manager, Restricted Collections & Repatriation, First Nations
- Manager, First Nations Education*
- Manager, Programming
- Lead, Major Projects, First Nations
- Procurement Manager
- Legal Counsel & Governance Manager
- Content & Engagement Manager, First Nations
- Tourism Manager
- Divisional Coordinator, First Nations

*Aboriginal and/or Torres Strait Islander staff

Left: Alana Rossmann, Melinda Bell and Laura McBride at an AM possum cloak workshop at Tharawal Aboriginal Corporation in Campbelltown. Photo by Stuart Humphrey.

Case Studies



We are incredibly happy to have Nanny Nellie back on display with her identity, story and family.

AUNTY IRENE RIDGEWAY
2023



Her Name is Nanny Nellie temporary exhibition (2023)

In the mid-1920s, the AM unveiled life-sized plaster sculptures depicting an imagined Aboriginal family group in its Ethnology Gallery. One of them was a representation of an Aboriginal woman, Nellie Bungil Walker, who modelled for the renowned sculptor, George Rayner Hoff, for this Australian Museum Trust-commissioned installation. For many years she was held in the public gaze, stripped of her identity and objectified as an example of the “dying race” of NSW Aboriginal people. In recent years, her living descendants worked with the AM to reclaim her story through truth-telling and reconciliation in action.

In 2023, through a temporary exhibition in the AM’s First Nations Gallery, this sculpture of an Aboriginal woman was reintroduced to the world as Nellie Bungil Walker – Ngarigo woman, mother, and survivor, affectionately known as “Nanny Nellie” to her family.

The *Her Name is Nanny Nellie* exhibition display was developed by the AM’s First Nations Division in close collaboration with Nanny Nellie’s great-granddaughter Aunty Irene Ridgeway and her family. The display coincided with an NITV documentary of the same name, directed by Aunty Irene’s son, Daniel King, Founder and Director of First Person Films, which followed his mother’s journey to reclaim Nanny Nellie’s identity and story. Together, the display and documentary represented a powerful act of First Nations self-determination, placing the right to tell this story firmly where it belongs: with family.

The AM’s Collections Care and Conservation, Archives and Library, and Exhibitions teams worked alongside the First Nations Collections team to support the sculpture’s conservation, modelling the kind of whole-of-institution accountability that meaningful reconciliation requires. The AM openly acknowledged that the sculptures were originally exhibited in ways now recognised as racist, reducing people to scientific specimens. Naming that history directly was an essential part of the healing process.

On 19 July 2023, during NAIDOC Week, the AM hosted a special evening event for Nanny Nellie’s family to officially open the display. More than 600 people attended an evening led by artists, practitioners, and Knowledge Holders connected to Nanny Nellie and South Coast communities, who shared First Nations music, cultural adornment-making workshops, and spear-making demonstrations. This was a night for community to reclaim ownership of their objects, stories, and Ancestors, celebrating the NAIDOC theme *For Our Elders*. Nanny Nellie was no longer a passive, nameless object. She was honoured as the resilient, remarkable woman she always was.

The *Her Name is Nanny Nellie* project demonstrates what reconciliation can look like in practice: visible accountability, genuine partnership with affected communities, and a commitment to repairing the relationship between institutions, their collections, and the descendants of the people those collections represent.

Left and Above: Aunty Irene Ridgeway at *Her Name is Nanny Nellie* exhibition (2023). Photos by James Alcock.



Consultation Report 2025

In developing the new permanent Aboriginal and Torres Strait Islander exhibition, the AM undertook a comprehensive First Nations consultation process, published as the *Consultation Report 2025*.

This report presents the findings of two complementary datasets. The *2023–2024 Aboriginal and Torres Strait Islander Community Consultation Survey* directly consulted with and sought feedback from First Nations peoples on what they want, and do not want, to see in this new exhibition. The *2023 Community Sentiment Study*, conducted by independent market research company, Fiftyfive5, examined the attitudes, knowledge gaps, and deeply entrenched false beliefs held by the broader Australian public, as well as barriers to engaging with First Nations histories and cultures, and the role that Cultural Institutions play in shaping public understanding. Together, these datasets provide a community mandate and a clear picture of the harmful narratives that ALWAYS must address.

Nearly 1,000 First Nations respondents, representing 226 distinct Nations, cultural groups, language groups, and clans across the major Australian States and Territories, participated. The process reached First Nations communities through festivals, Local Aboriginal Land Councils, focus groups, community organisations and services, schools, email, social media, personal and professional networks, and mail.

Community responses were synthesised under three key themes: (1) *Culture and Country*; (2) *History and Truth-telling*; and (3) *Resistance, Resilience, and the Future*. Respondents also clearly expressed what they did not want included in the exhibition: non-First Nations perspectives driving interpretation, tokenism, culturally unsafe displays, and whitewashing of difficult histories.

The *2023 Community Sentiment Study* revealed the scale of work needed to address pervasive public misconceptions about Aboriginal and Torres Strait Islander peoples, cultures, and histories. Alarming, 24% of Australians believed Aboriginal and Torres Strait Islander peoples did not actively resist the British invasion, and 39% believed mistreatment of women is inherent to Aboriginal and Torres Strait Islander cultures, which is a deeply harmful and false stereotype. These are not simply gaps in knowledge but embedded forms of racial bias with real consequences for how First Nations peoples are perceived and treated every day.

The *Consultation Report 2025* was made freely and publicly accessible. Since publication, over 500 physical copies have been distributed, with 500 webpage views and more than 200 digital downloads, and it has been presented at the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) 2025 Conference, the Australian Museums and Galleries Association (AMaGA) 2024 Conference, and to the Council of Australasian Museum Directors (CAMD) in 2025. The report is a public record that the AM is accountable to, and a resource for communities, organisations, cultural institutions, and the broader Australian public.

These findings will directly shape an impactful and educative exhibition at the AM, a NSW Cultural Institution welcoming as many as 1.5 million visitors on site each year, and will set a precedent for community-led, evidence-based exhibition development that places First Nations self-determination at its centre.

Left: The Consultation Report. **Above:** Community Consultation was conducted at Yabun Festival 2024. Photos by AM.



Barka: The Forgotten River temporary exhibition (2023)

Barka: The Forgotten River invited visitors to meet Barka, the Darling River, the lifeblood of Barkandji Country and a critical artery of Australia's most important water catchment, the Murray-Darling Basin.

Originally developed and toured through regional NSW by Senior Barkandji Elder, Lore-man, and artist, Uncle Badger Bates, alongside Australian artist, Justine Muller, the AM adapted and expanded the predominantly arts-based exhibition for its museum audience. Under Uncle Badger's strong cultural guidance, the exhibition featured objects from the AM's Aboriginal and Torres Strait Islander Collections, many displayed for the first time, in a Country-centred thematic space that asked audiences to be active in learning the ways the Barka is being depleted, harmed, and exploited, and what this means for communities, ecosystems, and the nation.

Central to the exhibition was the agency of Barka as a physical and cultural entity. Grounded in First Nations protocols that recognise Country as comprised of sentient beings deserving of the same rights as people, *Barka: The Forgotten River* presented the river not as simply a resource, but as a living presence with sovereign standing. A major installation featured clay gathered from Barka's own banks, pressed with the footprints of Barkandji community members, evoking the dry riverbed and the communities whose futures are bound to its health. The AM's version of the exhibition also premiered a new work by Uncle Badger.

Generous support from the Balnaves Foundation enabled free public entry, significantly broadening access. The exhibition drew many visitors deeply invested in the plight of the Barka, including representatives from the Office of the NSW Chief Scientist and Engineer, who visited twice as part of their investigation into the catastrophic mass fish deaths of March 2023, demonstrating the power of Cultural Institutions and Aboriginal and Torres Strait Islander communities to contribute meaningfully to urgent national conversations.

Barka: The Forgotten River stands as a model for co-created, Country-centred exhibition development, that honoured First Nations knowledges, advanced environmental justice, advocated for the personhood of Country, and positioned culture as essential to how we understand and respond to Country today.

Left: Uncle Badger Bates working on linocut for the *Barka* exhibition. Photo by Courtney Marsh.
Above: Entrance for *Barka: The Forgotten River* exhibition (2023). Photo by Abram Powell.

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 proven that productive and meaningful relationships grow from genuine engagement and consultation where First Nations peoples have agency and self-determination. The AM 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 policies.



Above: *Ngalu Warrawi Marri (We Stand Strong)* 2025. Photo by Louise Reilly.

Behind: Detail from country mats in *Burra* made by Aunty Jules and Jayne Christian. Photo by Abram Powell.

Focus area: Increased Engagement, Consultation, Repatriation and Voice

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 2027, June 2028)	Lead: Head, Collections & Engagement (Aboriginal and Torres Strait Islander), First Nations Support: Director, First Nations
	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 2027, June 2028)	Lead: Senior Specialist (Research & Publications), First Nations Support: Head, Collections & Engagement (Aboriginal and Torres Strait Islander)
	Continue to implement the AM's Repatriation Policy in collaboration with Aboriginal and Torres Strait Islander staff, community and Government stakeholders aligned with the AM's 10 year <i>Returning Them Home</i> Repatriation Program.	Ongoing (Review July 2027, June 2028)	Lead: Manager, Restricted Collections & Repatriation, First Nations Support: Director, First Nations
	Undertake consultations and co-design content with Aboriginal and Torres Strait Islander peoples to deliver the AM's new First Nations Permanent Exhibition - ALWAYS.	Ongoing (Review July 2027, June 2028)	Lead: Content & Engagement Manager, First Nations Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander) and Director, First Nations
	Develop a guideline on consultation with relevant Aboriginal and Torres Strait Islander stakeholders, to include First Nations Knowledges (relationship/language names) when describing a new species to add to the scientific record.	June 2028 (Review July 2027)	Lead: Director, AMRI Support: Senior Specialist (Research & Publications), First Nations
	2. Build relationships through celebrating National Reconciliation Week (NRW) and promote reconciliation through our sphere of influence.	Circulate NRW resources and reconciliation materials to AM staff.	May 2026, May 2027, May 2028
RAP Leadership Steering Committee and RAP Implementation Working Group to participate in an external NRW event.		May 2026, May 2027, May 2028	Lead: Director, Strategy & Chief of Staff Support: Communications Specialist

Focus area: Increased Engagement, Consultation, Repatriation and Voice

Actions	Deliverable	Timeline	Responsibility
	Encourage and support staff and senior management to participate in at least one external event to recognise and celebrate NRW.	May 2026, May 2027, May 2028	Lead: Director, Strategy & Chief of Staff Support: Communications Specialist
	Organise at least one NRW event each year.	May 2026, May 2027, May 2028	Lead: Director, Strategy & Chief of Staff Support: Communications Specialist
	Register all NRW events on Reconciliation Australia's NRW website.	May 2026, May 2027, May 2028	Lead: Director, Strategy & Chief of Staff Support: Communications Specialist
3. Promote reconciliation through our sphere of influence.	Communicate the AM's commitment to reconciliation publicly.	May 2026, May 2027, May 2028	Lead: Director, Strategy & Chief of Staff Support: Communications Specialist
	Continue to positively influence the AM's external stakeholders through Aboriginal and Torres Strait Islander projects.	July 2026, July 2027, July 2028	Lead: Director, Strategy & Chief of Staff Support: Director, Marketing, Communications & Partnerships
	Develop two partnerships with like-minded RAP organisations that focus on developing innovative ways to promote reconciliation, self-determination and best practice in cultural heritage.	Ongoing (Review July 2027, July 2028)	Lead: Director, Marketing, Communications & Partnerships Support: Director, First Nations
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of mandatory discrimination training and cultural learning needs within the AM, and produce a cultural learning needs report.	Ongoing (Review November 2026, June 2027, June 2028)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Continue to adhere to Anti-Discrimination NSW policies and procedures, in line with the <i>Anti-Discrimination Act 1977</i> (NSW).	Ongoing (Review November 2026, June 2027, June 2028)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Promote existing anti-discrimination training modules to all staff via internal communications channels.	Ongoing (Review November 2026, June 2027, June 2028)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff

Focus area: Increased Engagement, Consultation, Repatriation and Voice

Actions	Deliverable	Timeline	Responsibility
5. Develop and maintain partnerships with First Nations stakeholders who represent significant sites of the AM's work, including the proposed Cultural Collections & Research Centre (CCRC) in Campbelltown, and Lizard Island Research Station on Jigurrul/Lizard Island, Queensland.	Undertake formal engagements and consultation with First Nations organisations on the CCRC development.	March 2027 (initial phase)	Lead: Director, First Nations Support: Head, Collections & Engagement (Aboriginal and Torres Strait Islander), First Nations
	Embed Community input and feedback into CCRC design and programming principles.	March 2027 (initial phase)	Lead: Director, First Nations Support: Head, Collections & Engagement (Aboriginal and Torres Strait Islander), First Nations
	Undertake consultation with the Walmbaar Aboriginal Corporation, representing the Dingaal Traditional Owners of Jigurrul (Lizard Island Group) regarding Lizard Island Research Station activities, with the aim of entering into an MOU to formalise the commitment, identify opportunities for collaboration, and create frameworks for knowledge sharing that respect both scientific methodologies and cultural protocols.	December 2026	Lead: Director, AMRI Support: Director, First Nations
	Update signage and exhibition displays within LIRS to acknowledge the Dingaal Traditional Owners of Jigurrul and centre Dingaal history, knowledge and culture in how the region is presented to visitors.	December 2026	Lead: Director, AMRI Support: Director, First Nations
	Develop web-based resources for LIRS that guide researchers on appropriate ways to engage with Dingaal Traditional Owners in their research planning and implementation. This will include clear pathways for researchers and educators to connect with Dingaal communities, protocols for collaborative research proposals, and examples of successful cultural integration in scientific research projects.	December 2026	Lead: Director, AMRI Support: Director, First Nations

Respect

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

The AM will aim to use its position to strengthen respect and understanding among the Australian public about Aboriginal and Torres Strait Islander peoples, cultures and knowledges through truth-telling exhibitions and projects that are self-determined and follow best practice cultural protocols.

The AM will aim to continually improve how it engages with, listens to, resources and raises the voices of First Nations staff and leadership; and understands that it is critical to reform processes across the organisation and to build a culturally competent and empowered workforce in order to help the AM to achieve its goal.



Above: Uncle Badger Bates at opening night of the exhibition *Barka: The Forgotten River* (2023). Photo by Marley Morgan.
Behind: Close up of River red gum bark at Lake Cawndilla, which feeds into the Barka (Darling River). Photo by Abram Powell.

Focus area: Truth-telling, Education and Leadership

Actions	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning and education.	Engage a specialist First Nations provider to co-design with AM a tailored Aboriginal and Torres Strait Islander cultural competency modular all-staff (and volunteer) training program for roll-out across the AM in 2026 and beyond.	Ongoing (Review July 2026, July 2027)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Implement the AM's First Nations Cultural Safety Strategic Plan, in alignment with Australian Human Rights Commission Anti-Racism Report 2025.	Ongoing (Review July 2026, July 2027)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff and Senior Specialist (Research & Publications), First Nations
	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.	Ongoing (Review July 2026, July 2027)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Deliver weekly First Nations-led tours of Aboriginal and Torres Strait Islander exhibitions.	Ongoing (Review July 2026, July 2027)	Lead: Manager, First Nations Education Support: Head of Education
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing	Lead: Associate Director, People & Culture Support: Director, First Nations
	Include an Acknowledgement of Country, Welcome to Country or other appropriate protocols at the commencement of significant meetings and external events.	Ongoing	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Implement and communicate a cultural protocols document, including guidelines for Welcome to Country and Acknowledgement of Country.	December 2026	Lead: Associate Director, People & Culture Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander), First Nations

Focus area: Truth-telling, Education and Leadership

Actions	Deliverable	Timeline	Responsibility
	Develop and implement Indigenous Cultural Intellectual Property (ICIP) guidelines and procedures document to accompany the cultural protocols document, to assist staff in their understanding of ICIP.	December 2026	Lead: General Counsel Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander), First Nations
	Ensuring an Intellectual Property (IP) License or ICIP written consent is signed for all cultural content sourced and shared at the AM and across its publications and digital channels.	Ongoing (Review December 2027)	Lead: General Counsel Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander), First Nations
	Review and align relevant AMRI policies and procedures to best practice cultural research when working with First Nations peoples, objects and Country.	December 2026	Lead: Director, AMRI Support: Director, Strategy & Chief of Staff and Senior Specialist (Research & Publications), First Nations
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, through structured learning.	June 2027	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Undertake an external First Nations-led review of AM's adherence with its ICIP policy and protocols enterprise-wide and cultural protocols guidance and implement relevant findings/recommendations.	December 2027	Lead: Director, First Nations Support: Director, Strategy & Chief of Staff
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Ensure HR policies and procedures actively promote staff participation in NAIDOC activities and special measures are applied for participation by Aboriginal and Torres Strait Islander staff, including entitlements related to leave provisions, to attend celebrations in the community.	July 2026, July 2027	Lead: Associate Director, People & Culture Support: Director, First Nations
	Ensure special measures for participation in NAIDOC activities are effectively communicated to all Aboriginal and Torres Strait Islander staff (including leave provisions available).	July 2026, July 2027	Lead: Associate Director, People & Culture Support: Director, First Nations

Focus area: Truth-telling, Education and Leadership

Actions	Deliverable	Timeline	Responsibility
	Encourage and support staff and senior managers to participate in at least one external event to recognise and celebrate NAIDOC.	July 2026, July 2027	Lead: Manager, First Nations Education Support: Director, Strategy & Chief of Staff
	RAP Leadership Steering Committee and RAP Implementation Working Group to participate in external NAIDOC event.	July 2026, July 2027	Lead: Manager, Programming Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander), First Nations
4. Investigate and implement new ways the AM can provide cultural learning to the broader Australian public and international visitors.	Deliver authentic First Nations education programs and learning journeys to 4000 Primary, Secondary and Tertiary students per year.	Ongoing (Review March 2027, March 2028)	Lead: Manager, First Nations Education Support: Head of Education
	Deliver four First Nations-led events and programs to the public each year.	January 2027, January 2028	Lead: Manager, Programming Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander), First Nations
	Collaborate with Aboriginal and Torres Strait Islander communities to develop and deliver an exhibition on on Message Sticks that tours regionally and potentially internationally, and that is available digitally.	March 2027	Lead: Director, Museum Experience & Engagement Support: Head, Collections & Engagement (Aboriginal & Torres Strait Islander), First Nations
	Review the current First Nation tourism offerings and tours and develop new product recommendations to increase First Nations employment and revenue generation.	Ongoing (Review March 2027, March 2028)	Lead: Tourism Manager Support: Director, Museums Experience & Engagement
5. Investigate and implement new ways the AM can provide cultural learning and embed First Nations rights and perspectives across the AM.	Regular immersion/strategy session to be hosted by AMRI with First Nations leadership within the AM, to socialise the key scientific activity occurring at the AM.	July 2026, July 2027	Lead: Chief Scientist and Director, AMRI Support: Senior Specialist (Research & Publications), First Nations and Director, Strategy & Chief of Staff

Focus area: Truth-telling, Education and Leadership

Actions	Deliverable	Timeline	Responsibility
	Host an annual co-design workshop for AMRI and First Nations internal stakeholders, to enhance practices with regard to observing cultural protocols and to embed First Nations' perspectives.	July 2026, July 2027	Lead: Chief Scientist and Director, AMRI Support: Senior Specialist (Research & Publications), First Nations and Director, Strategy & Chief of Staff
	Continue to embed the "Elements for Change Roadmap – Enhancing First Nations Engagement and Experiences in Museums".	July 2026, July 2027	Lead: Director, Strategy & Chief of Staff Support: Associate Director, People & Culture
6. Continue to implement effective strategies that increase the AM's cultural leadership, including through prioritising First Nations histories, cultures and peoples.	Deliver a new world class permanent Aboriginal and Torres Strait Islander exhibition, <i>ALWAYS</i> , that increases understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights.	July 2028	Lead: Lead, Major Projects, First Nations Support: Director, First Nations
	When undertaking research and recording scientific records, AMRI scientists will consult with relevant Aboriginal and Torres Strait Islander stakeholders to include First Nations Knowledges.	December 2026	Lead: Chief Scientist, AMRI Support: Director, AMRI and Senior Specialist (Research & Publications), First Nations
7. Ensure that the AM is engaging with First Nations staff and stakeholders in ways that enable self-determination.	Invest in delivering a fit-for-purpose space for culturally sensitive engagement with First Nations staff and stakeholders, and establish prioritisation protocols for its use. Both the fit-out and protocols to be developed in consultation with First Nations staff and Facilities management.	December 2026	Lead: Director, Corporate Services Support: Director, First Nations
	Create and appoint a dedicated First Nations role on the Science Advisory Board.	December 2026	Lead: Chief Scientist, AMRI Support: Director, AMRI
	When nominating members to the Animal Ethics and Care Committee consider prioritising the involvement of a suitable First Nations representative.	December 2026	Lead: Chief Scientist, AMRI Support: Director, AMRI

Right: Painted boab nut by Edwin Lee Mulligan. The boab depicts the 'Wet Season on the Marsh' Walmatjarri language. Photo by Russell Perkins.



Opportunities

The AM will implement measures to improve economic participation and development of Aboriginal and Torres Strait Islander peoples, businesses and communities, to ensure greater access to targeted opportunities across AM procurement, employment, retention and professional development. This aligns with Target 8 of the *National Agreement on Closing the Gap*, and the NSW Government's five focus areas of the *Aboriginal Outcomes Strategy 2025–28*. The AM will implement measures to improve economic participation and development of Aboriginal and Torres Strait Islander peoples, businesses and communities.

The AM will look for opportunities to strengthen self-determination initiatives through the development of the First Nations Collections and Research Centre that produces high-quality, best-practice research on First Nations cultures, history, collections and archives.



Above: *Ngalu Warrawi Marri (We Stand Strong)* event for Reconciliation Week 2025. Photo by Louise Reilly.

Behind: Detail from *yuratu (woman)*, 2021, from the *Unsettled* exhibition (2021). By Jason Coulthard.

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.	Ongoing (Review July 2026, July 2027)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Continue to implement AM's Aboriginal and Torres Strait Islander employment, retention and professional development strategy.	Ongoing (Review July 2026, July 2027)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Engage with First Nations specialist advisor/s to identify special measures and support AM with seeking necessary exemptions.	Ongoing (Review July 2026, July 2027)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Develop and implement a communication strategy for the roll-out of cultural competency training and special measures, to ensure staff and leaders are aligned to 'the why' and that the uptake of these measures is implemented, to ensure safety for First Nations staff.	November 2026	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Improve visibility of career opportunities through participating in career fairs and programs that target Aboriginal and Torres Strait Islander students (including high school students).	September 2027	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Invite university graduates to meet and greet sessions at the AM during periods when significant First Nations exhibitions are scheduled.	June 2028	Lead: Associate Director, People & Culture Support: Senior Specialist (Research & Publications), First Nations
	Partner with First Nation recruitment companies and host small groups of First Nations' candidates to engage with the work of AMRI and the First Nations Division.	June 2027	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff

Focus area: Economic Participation and Self-Determination

Actions	Deliverable	Timeline	Responsibility
	Provide support and resources for the First Nations Division to undertake offsite cultural planning and development days with key Aboriginal and Torres Strait Islander Elders and/or stakeholders to increase retention, cultural professional development and support for Aboriginal and Torres Strait Islander staff.	Ongoing (Implemented January 2026)	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Implement a First Nations' recruitment policy that allows for special measures to reform the AM's recruitment practices, including: <ul style="list-style-type: none"> Valuing First Nations' cultural knowledge and practices akin to Western tertiary qualifications in classification processes, including assessing career advancement, reclassifications and/or new roles; and Preferential placement of Aboriginal and Torres Strait Islander peoples into any role type, including where some development is required over a reasonable period of time. 	June 2027	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Develop/strengthen formal partnerships with NSW universities to build visibility in First Nations initiatives at the AM to promote the AM as a potential employer; and create awareness of career pathways that align to working within the AM.	July 2027	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026 -Ongoing	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	AM staff to complete <i>Everyone's Business</i> Training, which is part of NSW Government's response to Recommendations 6 and 29 of the Parliamentary Report relating to "Reparations for the Stolen Generations in New South Wales".	Ongoing	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff

Focus area: Economic Participation and Self-Determination

Actions	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Increase procurement of goods and services from First Nation suppliers, through engaging with the NSW Procurement Board to review and strengthen the AM's procurement strategy and procurement procedures in line with set metrics, targets and strategies in the NSW Aboriginal Procurement Policy.	December 2026	Lead: Procurement Manager Support: Chief Financial Officer and Director, Corporate Services
	Develop and implement a commercial content program for the AM Shop that commissions bespoke products and storytelling content from NSW-based Aboriginal and Torres Strait Islander practitioners, ensuring cultural authority, fair remuneration and appropriate ICIP arrangements.	June 2028 (Review January 2027, January 2028)	Lead: Director, Museum Experience & Engagement Support: Lead, Major Projects, First Nations
	Identify room for growth with existing Aboriginal and Torres Strait Islander suppliers and investigate increasing Aboriginal and Torres Strait Islander supplier diversity.	June 2027	Lead: Procurement Manager Support: Chief Financial Officer and Director, Corporate Services
	Develop strategy to increase First Nations commercial activity in the AM store and preference stock that originates from Aboriginal peoples who are descendants of Southeast Australian Sovereign Nations and language groups with a focus on NSW.	June 2027	Lead: Procurement Manager Support: Chief Financial Officer and Director, Corporate Services
	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes through developing and implementing cross-functional tailored interventions into existing business as usual processes. Where required, seek an exemption from the Anti-discrimination Commission, NSW to implement these measures.	June 2027	Lead: Procurement Manager Support: Chief Financial Officer and Director, Corporate Services
	Following endorsement from the Anti-discrimination Commission NSW, update the AM's First Nations Special Measures.	June 2027	Lead: General Counsel Support: Director, First Nations

Focus area: Economic Participation and Self-Determination

Actions	Deliverable	Timeline	Responsibility
3. Advocate for Government funding to establish the Cultural Collections and Research Centre (CCRC), a transformational investment in Western Sydney that will expand First Nations cultural programming, research capability, and employment pathways.	Brief the NSW Minister for Arts on the CCRC's First Nations cultural significance.	May 2027	Lead: Director & CEO Support: Director Strategy & Chief of Staff and Director, First Nations
	Engage NSW Government, business and cultural community advocates to advance the CCRC funding case.	March 2027	Lead: Director & CEO Support: Director Strategy & Chief of Staff and Director, First Nations
	Incorporate First Nations employment and programming outcomes into all CCRC advocacy materials.	March 2027	Lead: Director & CEO Support: Director Strategy & Chief of Staff and Director, First Nations

“Reconciliation is hope made active. Museums sit at a unique intersection, reflecting the past and informing the future through their collections, research and engagement, and that makes our commitment to reconciliation foundational. We may not have chosen the world we inherited, but together and through action, we absolutely choose the one we leave behind.”

— Erik Maranik
Director, Corporate Services

Governance Actions

The AM is committed to continually improving how it engages with, listens to, resources and prioritises the voices of First Nations staff and leadership. It is committed to reviewing and improving processes across the organisation and to building a culturally competent and empowered workforce in order to realise these goals.



Cover: Visitors being led on a Waranara Tour in Garrigarrang. Photo by Anna Kučera.

Behind: Detail from *yura (Man)*, 2021, from the *Unsettled* exhibition (2021). By Jason Coulthard.

Governance			
Actions	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Implementation Working group (RIWG) to drive implementation of the RAP actions.	Maintain Aboriginal and Torres Strait Islander representation on the RIWG.	August, November, March, June annually	Lead: Manager, Office of the Director & CEO Support: Director, Strategy & Chief of Staff
	Update and apply the new Terms of Reference for the RAP governance including RLSC and RIWG.	August 2026	Lead: Manager, Office of the Director & CEO Support: Director, Strategy & Chief of Staff
	RIWG to meet at least four times per year to drive and monitor RAP implementation.	August, November, March, June annually	Lead: Manager, Office of the Director & CEO Support: Director, Strategy & Chief of Staff
2. Establish and maintain an effective RAP Leadership Steering Committee (RLSC) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RLSC.	August, November, March, June annually	Lead: Manager, Office of the Director & CEO Support: Divisional Coordinator, First Nations
	RLSC to meet at least four times per year to drive and monitor RAP implementation.	August, November, March, June annually	Lead: Manager, Office of the Director & CEO Support: Divisional Coordinator, First Nations
	RLSC Co-Chairs to be the Chief of Staff and the Director, First Nations.	August, November, March, June annually	Lead: Director, Strategy & Chief of Staff Support: Director, First Nations
	Office of the Director & CEO to provide a secretariat function to the RLSC and RIWG.	August, November, March, June annually	Lead: Manager, Office of the Director & CEO Support: Divisional Coordinator, First Nations
	3. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March annually
Engage AM senior leaders and other staff in the delivery of RAP commitments.		May annually	Lead: Director & CEO Support: Director, Strategy & Chief of Staff

Governance			
Actions	Deliverable	Timeline	Responsibility
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August, November, March, June annually	Lead: Manager, Director & CEO Office Support: Director, Strategy & Chief of Staff
	Appoint and maintain an internal Executive Reconciliation Sponsor from the Executive Leadership Team.	July 2026	Lead: Director, Strategy & Chief of Staff Support: Director, First Nations
4. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that the AM's primary and secondary contact details are up to date, to ensure that the AM does not miss out on important RAP correspondence.	June annually	Lead: Divisional Coordinator, First Nations Support: Manager, Director & CEO Office
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: Manager, Director & CEO Office Support: Director, Strategy & Chief of Staff
	Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June (between July 2026 and June 2028)	Lead: Director, Strategy & Chief of Staff Support: Director, First Nations
	Publicly report the AM's RAP achievements, challenges and learnings, annually.	September annually	Lead: Director, Marketing, Communications & Partnerships Support: Head of Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026, April 2028	Lead: Associate Director, People & Culture Support: Director, Strategy & Chief of Staff
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2028	Lead: Manager, Director & CEO Office Support: Director, Strategy & Chief of Staff
5. Continue the AM's reconciliation journey by developing the next RAP.	Register via Reconciliation Australia's website to begin development of the AM's next RAP.	January 2028	Lead: Manager, Director & CEO Office Support: Director, Strategy & Chief of Staff



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

Left: Haylee Rivers leading the *Caring for Sea Country: Garrigarrang* program in the AM. Photo by Anna Kučera.



Above: Visitors in the *Unfinished Business* exhibition (2026). Photo by Louise Reilly.

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Ninti Kata assisted
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