

# SOUTH AUSTRALIAN MUSEUM

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## Innovate Reconciliation Action Plan



RECONCILIATION  
ACTION PLAN  
INNOVATE

**JULY  
2019**

**JULY  
2021**



Government  
of South Australia



SOUTH  
AUSTRALIAN  
MUSEUM



### Walking sticks

Various artists, the *Yurtu Ardlu* exhibition on view at the South Australian Museum 2019.



**Yidaki instruments**

from the South Australian Museum's collection.

This Reconciliation Action Plan  
is dedicated to the memory of

**Tauto Sansbury,**

member of the Museum's  
Aboriginal Advisory Committee,  
in recognition of his leadership  
and contribution in the  
development of this plan.

# MESSAGE FROM RECONCILIATION AUSTRALIA



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



## Reconciliation Australia is delighted to welcome the South Australian Museum to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the South Australian Museum joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP

provides the South Australian Museum with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the South Australian Museum will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the South Australian Museum well as it explores and establishes its own unique approach to reconciliation. We encourage the South Australian Museum to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

**'Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.'**

On behalf of Reconciliation Australia, I commend the South Australian Museum on its first RAP, and look forward to following its ongoing reconciliation journey.



### **Pondi, 2002**

*Freshwater rushes, shell*

Rhonda Agius, Nici Cumpston, Kirsty Darlaston,  
Sandy Elverd, Chrissie Houston,  
Kay Lawrence, Karen Russell

# INTRODUCTION



**Brian Oldman**

**Director**  
South Australian Museum

*The South Australian Museum is uniquely placed to work with Aboriginal and Torres Strait Islander peoples to tell the stories that underpin who we are as a nation.*

**Following a detailed planning and consultation process, I am proud to present the South Australian Museum's first Reconciliation Action Plan. Community and staff feedback has been crucial in informing this plan and I would like to thank everyone who contributed to this important conversation.**

The South Australian Museum is a place where people wonder and learn about life on Earth from 550 million years ago right to the present day. Established in 1856, the South Australian Museum has become one of Australia's most visited museums. In 2018 more than one million people engaged with the Museum through our city based galleries, research at the Science Centre, community and outreach programs, touring exhibitions and social media. Through these channels, visitors have accessed the world's largest and most significant collection of Australian Aboriginal cultural material.

The South Australian Government Aboriginal Affairs Action Plan for 2019–2020 provides new opportunities to share this important collection even further.

The South Australian Museum values Aboriginal and Torres Strait Islander peoples and their cultures, recognising Aboriginal cultures provide a foundation of our shared history and our shared future. Responsibly caring for and presenting Aboriginal material culture to the world is done best in collaboration with Aboriginal people and when guided by their deep cultural knowledge and authority. The South Australian Museum is committed to presenting the rich Australian Aboriginal cultures with Aboriginal people, in ways that are respectful to Aboriginal people and engaging for all. Our Reconciliation Action Plan sharpens our focus on activities that uphold these values.

Aboriginal staff in the Museum's archives, collection management and research areas make significant contributions through their professional expertise and cultural knowledge, giving us a sound foundation to build upon. Whether on the floor of the Australian Aboriginal Cultures Gallery, online, in the archives or off-site stores, or on Country in regional and remote parts of the State, the Museum provides pathways to understanding and appreciating Australian Aboriginal and Torres Strait Islander cultures.

In 1994, the Museum helped establish the Ara Iritja project; a secure online environment for Anangu to share and discuss photographs, films, sound recordings and documents – a unique place where Anangu can safely preserve and share culture.

The South Australian Museum's Archives – of which two collections are on the UNESCO Australian Memory of the World register – and Aboriginal Family History Team work with Aboriginal and Torres Strait Islander people exploring their past. Archive resources are used to help map family trees and help people connect with past family members through the drawings, photographs, and other records held. Using the records, the team also facilitates reconnection of present family members, providing a vital service for people affected by the government policies that created the Stolen Generation.

Every year a group of Museum scientists, educators and specialist volunteers drive almost 1,500 kilometers to the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands for a week of science activities in the bush classroom. Against the spectacular setting of the outback, knowledge systems are shared and students explore

new learning experiences. The award winning Out of the Glass Case outreach program has inspired a generation of museum professionals and introduced young Anangu to the rich possibilities of a career in science.

The South Australian Museum is uniquely placed to work with Aboriginal and Torres Strait Islander peoples to tell the stories that underpin who we are as a nation. Every day I am proud of the relationships we nurture, the collaborations we achieve and stories we present. I am awed by the complexity of Australia's past and excited by the possibilities for the stories we can tell together in the future. I look forward to working closely with you to implement the actions and achieve our goals for an inclusive and engaged South Australian Museum as an important site of Reconciliation.



**Professor John Carty,  
Dr Jared Thomas, and  
Premier Steven Marshall**

at the opening of the *Yurtu Ardla* exhibition.  
Dr Thomas is the William and Margaret Geary  
Curator of Aboriginal Art and Material Culture.

## VISION FOR RECONCILIATION

The South Australian Museum recognises Aboriginal and Torres Strait Islander peoples as the First Peoples and understands reconciliation is the responsibility of all South Australians.

Our vision is for the Museum to be a site of reconciliation. To achieve this the Museum's exhibition and research programs will be driven by the truth telling that underpins reconciliation; including the uncomfortable truths of the Museum's own history. Collaboration is at the heart of our Reconciliation Action Plan and our goals include building a strong pipeline of Aboriginal and Torres Strait Islander leaders who can influence the Museum's strategic goals from within the organisation, as well being conduits for guidance from Elders on Country.

## OUR BUSINESS

The Museum's purpose is to inspire in all people a wonder and curiosity about life on Earth. Our vision is to use our world class collections to create and share new knowledge, focusing on Australian Aboriginal and Pacific cultures, Earth and Life Sciences. The Museum's exhibitions, collections, programs and research activities contribute to a global understanding of human cultures and the natural world as well as supporting life-long learning in the community.

The Museum's three research groups maintain a strong track record in biological sciences, earth sciences and humanities. The Museum is a strong partner, with strategic relationships across the resources sector as well as with state and federal governments.

As at 30 September 2018, the Museum and Museum Foundation – located on North Terrace in the centre of Adelaide – employed 130 people. Six full time employees and one casual staff member formally identified themselves as Aboriginal or Torres Strait Islander peoples.

*The Museum's purpose is to inspire in all people a wonder and curiosity about life on Earth.*

## OUR RAP



### Professor John Carty

#### Head of Humanities

South Australian Museum

#### Board Member

Australian National Commission for UNESCO

**As the custodian of the world's most important collection of Aboriginal material culture, the South Australian Museum has long been a place where Australians have been committed to the fight for Aboriginal and Torres Strait Islander rights and recognition. From Norman Tindale's map outlining the complexity of Aboriginal social organisation and languages, to the *Dreamings* exhibition, which was the first to promote Aboriginal art to the world, to the archives that have supported much Native Title and Stolen Generations research: the Museum has been a strong voice in this story.**

Alongside the South Australian Museum's Aboriginal Family History Unit providing a vital service to all Aboriginal and Torres Strait Islander people who were affected by government policies that created the Stolen Generation, the Museum cares for an archaeological collection and 30,000 Aboriginal objects of great significance to Aboriginal and Torres Strait Islander peoples including irreplaceable artefacts, artworks and ceremonial items.

The custodianship of such collections carries immense responsibilities. The Museum will continue to work closely with Aboriginal and Torres Strait Islander people to clarify responsibilities in caring for the Aboriginal objects, and for presenting and representing stories in collaborative, culturally appropriate ways.

We will work with Aboriginal communities and across government to contribute to the scope and vision of South Australia's National Aboriginal Art and Cultures Gallery through the Aboriginal Affairs Action Plan 2019–2020.

The Museum spaces will be reviewed to incorporate Acknowledgements of Country and the contributions of Aboriginal language groups from across Australia to the collections. A statement acknowledging the Museum's collection practices of the past will be developed. There will be active engagement with all Aboriginal communities affected by the repatriation of ancestral remains. Our new repatriation policy that places Aboriginal people at the heart of decision making about Aboriginal ancestral remains and repatriation will be implemented and reviewed within two years. Also as part of the Aboriginal Affairs Action Plan, we will implement better protection for the care of objects in the short to medium term, while

developing a longer term storage solution for Aboriginal cultural material.

Building the capacity of Aboriginal and Torres Strait Islander peoples through employment, cadetships and career development will secure a pipeline of leaders to steward the Museum into the future. Aboriginal and Torres Strait Islander staff will continue to work directly with the Museum's collections, providing deep insights, and building the cultural competence of non-Aboriginal and Torres Strait Islander staff. All new and existing staff will have the opportunity to participate in cultural competency development.

The Museum Executive will set targets and regularly measure our performance. The Aboriginal Advisory Committee will play a key role in monitoring the progress of our actions. Outcomes will be reported broadly and social media will be used to share our achievements. Before we draft our next plan, we will evaluate what has worked and ask for feedback so we can build on our success.

Our Museum, like all museums, has also at times been a place of silences. A place where things have remained unsaid. We acknowledge this. We should have done more to elevate the voices that speak from our collections, the hands that made

*We also recognise, as an organisation charged with telling the stories of our Country, that there can be no reconciliation without truth.*

them. To the extent that Museums are archives of colonial practices and values, they afford a great opportunity for reconciliation today. They also hold a great responsibility for that cultural change. We hold that responsibility.

We also recognise, as an organisation charged with telling the stories of our Country, that there can be no reconciliation without truth. And the truth – for Aboriginal and Torres Strait Islander peoples – of Australian history, is often a painful one. If we are not telling those stories of our past together – of colonial violence, of Aboriginal rights and the fight for them, of native title and the stolen generations, then we are neglecting our responsibilities. We are ignoring the contexts in which some of our collections were made, and to which they speak.

We want to be responsible for illuminating difficult histories, and forging positive futures. But to influence Australian culture in these transformative ways, we have to be willing to transform ourselves. This Reconciliation Action Plan is a watershed in mapping out an ambitious and overdue transformation of the culture of our institution.

# CHAMPIONS | ABORIGINAL ADVISORY COMMITTEE | WORKING GROUP

**The South Australian Museum's Aboriginal Advisory Committee is driving the first Reconciliation Action Plan. This group comprises Aboriginal leaders bringing diverse perspectives and enduring knowledge of Aboriginal cultural heritage to guide the Museum's approach.**

The Committee was established under section 9 of the South Australian Museum Act 1976, and considers and makes recommendations to the South Australian Museum Board on policy, collections and research activities related to Aboriginal and Torres Strait Islander matters.

The Committee may consider items related to Aboriginal and Torres Strait Islander cultural heritage, Native Title, collections management, or any other policy or strategic issue related to Museum activities in the area of Aboriginal and Torres Strait Islander culture.

Committee members are respected Aboriginal leaders, with good networks in and knowledge of their communities. As at December 2018, the Committee comprises:

- **David Rathman AM, PSM, FIML** | Chairperson
- **Sandy Miller**
- **Frank Lampard OAM**
- **Tauto Sansbury**
- **Vicki Wilson**

The first iteration of the Committee held their inaugural meeting in September 1997, demonstrating the Museum's longstanding commitment to Aboriginal and Torres Strait Islander affairs.

The South Australian Museum Executive team are the champions of our Reconciliation Action Plan. As section heads and leaders, they are responsible for ensuring local activities meet the Plan's ambitious goals. The Executive team comprises:

- **Brian Oldman**  
South Australian Museum | Director
- **Prof Steve Donnellan**  
Head of Research and Collections
- **Head of Public Engagement**  
Position currently vacant
- **Jenny Parsons**  
Head of Development
- **Simone Bannister**  
Manager Enterprise and Communication
- **Brenton Macdonald**  
Manager, Corporate Services

A project of this magnitude would not be delivered without the initiative and enthusiasm of the South Australian Museum RAP Working Group. The Group coordinated the consultations that informed the Plan and will be responsible for reporting on the Plan to the Executive.

The Working Group is representative of all of the Museum's functional areas and more than 30 per cent of members are Aboriginal or Torres Strait Islander peoples.

- **Brian Oldman**  
Director | Working Group Chair
- **Brenton Macdonald**  
Manager, Corporate Services
- **Joanna Sharp**  
Executive Officer
- **Professor John Carty**  
Head of Humanities
- **Kate Rice**  
Project Coordinator, Humanities
- **Ali Abdullah-Highfold** | Aboriginal Family and Community History Manager, Archives
- **Shane Agius** | Archive Access and Repatriation Officer, Archives
- **Alice Beale**  
Senior Collections Manager, Humanities
- **Brett Chandler**  
Senior Exhibition Designer, Public Engagement
- **Leslie Chisholm**  
Collection Manager, Parasitology
- **Andrea Crowther**  
Collection Manager, Marine Invertebrates
- **Lea Gardam**  
Collection Manager, Archives
- **Jeremy Green**  
Lead Exhibition Designer, Public Engagement
- **Mark Hutchinson**  
Honorary Researcher, Herpetology
- **Jacinta Koolmatrie**  
Early Career Cadet, Humanities
- **Keith Maguire** | Collections Data Manager and Coordinator, Research and Collections
- **Andrea Murphy** | Marketing Manager, Enterprise and Communication
- **Rebecca Richards**  
Early Career Researcher, Humanities
- **Jared Thomas** | William and Margaret Geary Curator Aboriginal and Torres Strait Islander Art and Material Culture, Humanities
- **Lara Torr** | Manager Community Programs, Public Engagement
- **Jade Turner**  
Early Career Cadet, Humanities
- **Leanne Wheaton** | Education Programs Manager, Public Engagement
- **Fran Zilio**  
Manager Information Services, Archives





**Rebecca Richards**

is an Early Career Researcher in the Museum Pathways program to develop Aboriginal careers at the Museum.

**At the South Australian Museum, our staff, our exhibitions, our community engagement reflect our shared responsibility to work towards cultural change, framing the Museum not as an archive of material objects, but as a site of reconciliation.**

For more than 20 years, the South Australian Museum's reconciliation journey has been shaped by Aboriginal voices. Engagement between Aboriginal communities and the Museum resulted in the creation of the Australian Aboriginal Cultures Gallery. For the last nineteen years the Museum has worked with Aboriginal communities to present the greatest collection of the world's oldest living continuous culture and demonstrate to the world the creativity, ingenuity and diversity of Australian Aboriginal cultures.

Guided by Aboriginal voices, visitor spaces have been transformed into safe spaces for Aboriginal, and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander people to openly discuss the history of Australia and the historic treatment of Aboriginal and Torres Strait Islander peoples. Our collection management policies have been rewritten to reflect cultural protocols in the appropriate care and development of the collections. Our journey is ongoing. Our external partnerships have supported our capacity to develop cultural competency of our staff and the cultural awareness of our visitors.

We have acknowledged the historical attitudes towards Aboriginal and Torres Strait Islander peoples and the treatment and study of their ancestral remains. The Board has committed to ensuring all ancestral remains cared for at the Museum are treated with respect and not as specimens of scientific or historic interest. New repatriation processes are resourcing community led repatriation, a process the Museum sees as critical to reconciliation.

As we continue to step our way through the reconciliation journey, we will continue to evolve our structures, policies and practices to be a modern, inclusive museum, that is accessible to everyone.

Having first exhibited at the South Australian Museum from March to July 2017, September 2018 had the Museum's Yidaki: Didjeridu and the Sound of Australia exhibition make its mark on a global scale by travelling to Japan as part of the Echigo-Tsumari Art Triennale. Lead by the world's most famous yidaki (didjeridu) master, Yolngu Elder Djalu Gurruwiwi, the Museum was proud to not only be helping Yolngu artists share their musical traditions with the world, but also to share one of the world's truly great cultural collections with a global audience.

The South Australian Museum continues to develop an innovative series of free exhibitions, designed to provide a deep focus on community engagement and promote audience awareness of Australian Aboriginal and Torres Strait Islander cultures. One feature of the series for the 2018 Adelaide Festival was with Ngarrindjeri Artist Jacob Stengle, which also involved the curatorial debut of Jade Turner. An Arrernte woman, Jade is part of the Museum Pathways program, an Aboriginal and Torres Strait Islander cadetship program, which also brought to the Museum Jacinta Koolmatrie (Adnyamathanha and Ngarrindjeri) and researcher Rebecca Richards (Adnyamathanha and Barngarla) – Australia's first Aboriginal Rhodes Scholar – all who continue their important role within the Museum.

February 2019 saw the launch of a new printed and electronic resource from the Aboriginal Family History Unit making it easier for Aboriginal and Torres Strait Islander people – including members of the Stolen Generation – to become the authors of their own family histories.

The Aboriginal Family History Unit was established at the South Australian Museum by Dr Doreen Kartinyeri, respected Ngarrindjeri Elder, in 1987 and has a proud tradition of helping Aboriginal and Torres Strait Islander people to make more connections with their past and present families and culture.

In coming together for the Reconciliation Action Plan, the Working Group had the opportunity to think about what Reconciliation meant to us individually, and as a Museum. In addition, the Working Group considered how we had performed historically and how we could use the RAP to put our best foot forward.

Community launch of  
Yidaki: Didjeridu and the  
Sound of Australia.



# YIDAKI

DIDJERIDU AND THE SOUND OF AUSTRALIA

## OPENING CELEBRATION

Presenting Partner



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560 million years  
of life on Earth

Join today...  
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# YIDAKI

DIDJERIDU AND THE SOUND OF AUSTRALIA  
July 2017 South Australian Museum

# RELATIONSHIPS

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is central to the work of any modern Australian Museum. We no longer curate objects; we curate relationships. We create understanding, and a central part of that is allowing spaces in public life for non-Aboriginal and Torres Strait Islander people to ask questions and educate themselves, and for Aboriginal and Torres Strait Islander peoples to share their stories and speak for themselves. The South Australian Museum (SAM) creates a public space for difficult conversations that otherwise don't exist, where all Australians can examine our shared history together.

## ACTION 1

**RAP Working Group (RWG) actively monitors RAP development and implementation.**

Deliverable	Responsibility	Timeline
RWG to oversee the development, endorsement and launch of the RAP.	Chair, RWG	July 2019
Ensure diverse representation on the RWG, including Aboriginal and Torres Strait Islander peoples.	Chair, RWG	July 2019, 2020
RWG to meet each quarter to monitor and report on RAP implementation.	Chair, RWG	July 2019, September 2019, December 2019, March 2020, June 2020.
Establish Terms of Reference for the RWG.	Chair, RWG	July 2019

## ACTION 2

**Seek guidance and input from the Aboriginal Advisory Committee and/or Aboriginal and Torres Strait Islander stakeholders.**

Consult with the Aboriginal Advisory Committee and/or Aboriginal and Torres Strait Islander stakeholders, for their cultural advice and guidance.	Director	Ongoing (report June 2020)
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## ACTION 3

**Celebrate and participate in National Reconciliation Week (NRW).**

Organise a program of internal and external events for NRW, including at least one internal NRW event annually.	Head of Public Engagement	May 2020   May 2021
Register all NRW events (public and private) via Reconciliation Australia's NRW website.	Head of Public Engagement	May 2020   May 2021
Ensure our RWG participates in an external event to recognise and celebrate NRW.	Head of Public Engagement	May 2020   May 2021

## ACTION 4

**Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.**

Deliverable	Responsibility	Timeline
Identify key Aboriginal and Torres Strait Islander organisations, communities and stakeholders as well responsible internal relationship managers.	Head of Humanities	May 2020
Meet with Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Head of Humanities	May 2020
Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders on public-facing programs.	Head of Humanities	May 2020
Develop joint ventures, partnerships, pro bono support or secondment and community capacity building opportunities.	Director	Ongoing (report June 2020)
Develop guidelines for engagement with Aboriginal and Torres Strait Islander artists.	Head of Humanities	May 2020
Provide culturally appropriate services and facilities for Aboriginal and Torres Strait Islander artists that ensure successful participation and collaboration with the Museum.	Head of Humanities	May 2020

## ACTION 5

**Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.**

Regularly share developments and progress on the Museum RAP with staff as part of all staff meetings, workshops and internal communications.	Director	Ongoing (report June 2020)
Develop and implement a plan to communicate our RAP to the Museum's onsite and digital audiences.	Manager, Enterprise and Communications	September 2019

## Deliverable Responsibility Timeline

Promote reconciliation focused stories and outcomes on social media channels.	Manager, Enterprise and Communications	Ongoing (report June 2020)
Promote reconciliation through ongoing active engagement with all stakeholders.	Manager, Enterprise and Communications	Ongoing (report June 2020)

## ACTION 6

**Promote positive race relations through anti-discrimination strategies.**

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Manager, Corporate Services	January 2020
Engage with Aboriginal and Torres Strait Islander staff and   or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Manager, Corporate Services	March 2020
Develop, implement and communicate an anti-discrimination policy for our organisation.	Manager, Corporate Services	May 2020
Educate senior leaders on the effects of racism.	Manager, Corporate Services	June 2020

# RESPECT

Museums are places where the values of a society are reflected in the stories that are told, and in the people that do the telling. Historically, museums have objectified Aboriginal and Torres Strait Islander peoples in ways that have placed Aboriginal and Torres Strait Islander cultures and peoples in the past. This has led to a lack of popular understanding of the cultural, legal and political standing of Aboriginal and Torres Strait Islander people in the present. A museum that only shows objects is negating the stories around those objects; a museum that doesn't address questions of native title, of the Stolen Generation, of frontier conflict and of Aboriginal and Torres Strait Islander rights is only doing half its job. Respect comes from understanding, and the South Australian Museum – as a trusted story teller – has an outsized responsibility for fostering that understanding and the respect that follows.

## ACTION 7

**Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.**

Deliverable	Responsibility	Timeline
Provide opportunities for RWG members, RAP Champions, HR Managers and other key leadership staff to participate in cultural training.	Manager, Corporate Services	September 2019
Implement the State Government cultural awareness training strategy for staff, building training into the Museum induction program.	Manager, Corporate Services	September 2019
Investigate opportunities to work with local Traditional Owners to develop a specific cultural awareness program for Museum staff.	Head of Humanities	May 2020
Investigate local cultural experiences and immersion opportunities, including staff participation in festivals and events such as Garma and Yabun.	Chair, RWG	May 2020

## ACTION 8

**Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols to ensure there is a shared meaning.**

In partnership with local Aboriginal communities, implement and communicate a Museum cultural protocol document for Welcome to Country and Acknowledgement of Country.	Head of Humanities	December 2019
Work with local Aboriginal community members to create an Acknowledgement of Country sign suitable for permanent display in the front foyer, to acknowledge and respect the contributions of all Aboriginal language groups across Australia.	Head of Public Engagement   Manager, Enterprise and Communications	December 2020
Develop a list of key contacts for organising a Welcome to Country and draw from this list for all public opening events.	Head of Development	December 2019

## ACTION 9

**Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week and other cultural events.**

Deliverable	Responsibility	Timeline
Invite a Traditional Owner to provide a Welcome to Country at significant events, including all exhibition openings.	Head of Development	Ongoing (report June 2020)
Include an Acknowledgement of Country at the commencement of all important meetings.	Director	Ongoing (report June 2020)
Create and distribute a SAM Acknowledgement of Country email signature for staff use.	Manager, Corporate Services	September 2019
Ensure all managers are supportive of staff wishing to participate in NAIDOC Week, and provide opportunities for all staff to engage with community events.	Director	May 2020, May 2021
Provide a channel for staff to raise NAIDOC Week event ideas, and support their co-development.	Head of Public Engagement	July 2019, 2020, July 2021
Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	Head of Public Engagement	July 2019, 2020, July 2021
Program Aboriginal and Torres Strait Islander staff prescribed NAIDOC Week events utilising Front of House / Discovery Centre and temporary gallery spaces.	Head of Public Engagement	July 2019

## ACTION 10

**Actively promote and celebrate Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements past and present.**

Deliverable	Responsibility	Timeline
Develop SAM's position of Educator in the North Terrace Precinct: commit to one Sprigg Lecture per year focusing on Reconciliation and Aboriginal and Torres Strait Islander cultures.	Head of Public Engagement	Ongoing (report June 2020)
Seek funding for an Aboriginal Cultures Project Officer to support Front of House   Education and Public Programming initiatives.	Head of Public Engagement	September 2019
Seek funding for an Aboriginal Educator to support the delivery of the new curriculum along with the Education team.	Director	December 2019
Develop a funding program for community led Aboriginal and Torres Strait Islander exhibitions, with a target of \$100,000 per year.	Director	June 2020
Scope the redesign of gallery and exhibition labels, including language of origin and Kaurua language labels for collection pieces.	Head of Public Engagement	December 2020
Explore the development of an Aboriginal and Torres Strait Islander Cultures Discovery Centre as part of a potential Museum redevelopment.	Head of Public Engagement	June 2020
Work with Aboriginal communities and across government to contribute to the scope and vision of South Australia's National Aboriginal Art and Cultures Gallery, as laid out in the South Australian Government Aboriginal Affairs Action Plan 2019–2020.	Director	Ongoing (report June 2020)



Community launch of  
*Yidaki: Didjeridu and the  
Sound of Australia.*

# OPPORTUNITIES

Museums, historically, have been places where non-Aboriginal and Torres Strait Islander people are employed to speak about Aboriginal and Torres Strait Islander cultures. Increasingly, Australian museums are places where Aboriginal and Torres Strait Islander peoples are not only taking control of the narrative of our history, but of the employment and economic opportunities that come from working in partnership. The South Australian Museum has committed to not only improving the stories it tells, but to empowering Aboriginal and Torres Strait Islander communities, staff members, and suppliers to grab those opportunities.

## ACTION 11

**Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.**

Deliverable	Responsibility	Timeline
Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	Manager, Corporate Services	December 2019
Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	Manager, Corporate Services	December 2019
Advertise all vacancies in Aboriginal and Torres Strait Islander media.	Manager, Corporate Services	December 2019
Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	Manager, Corporate Services	December 2019
Participate in the Governor's Aboriginal Employment Industry Clusters Program.	Director	September 2019
Scope the development of an Aboriginal Cultures Research Officer position.	Head of Research and Collections	June 2020
Implement an Aboriginal and Torres Strait Islander employment and retention strategy, resulting in the percentage of FTE Aboriginal and Torres Strait Islander staff rising to 9.0% by June 2020 (from 6.8% by June 2018 and 7.9% by June 2019) and including the employment of an Aboriginal person at management level.	Director	Ongoing (report June 2020)
Maintain the Museum Pathways program and deliver a project management template with SAM mentoring opportunities for the 2019 program.	Director	July 2019
Develop new employment and management targets for SAM Executive and Board approval, including percentage of Aboriginal and Torres Strait Islander staff at AS04 and above.	Director	December 2019



## ACTION 12

**Investigate opportunities to incorporate further Aboriginal and Torres Strait Islander supplier diversity within the Museum.**

Deliverable	Responsibility	Timeline
Ensure staff involved in procurement are aware of the government's Aboriginal Economic Participation Strategy.	Manager, Corporate Services	December 2019
Develop collecting priorities that ensure the acquisition or commission of contemporary artworks and objects directly from the artist or from Aboriginal and Torres Strait Islander-owned community art centres.	Head of Humanities	December 2019
Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	Manager, Corporate Services	December 2019
Develop at least one new commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	Director	December 2020
Review procurement policies and procedures to ensure there are no internal barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Manager, Corporate Services	December 2019
Become a member of Supply Nation.	Director	July 2019

## ACTION 13

**Investigate opportunities for the development of long-term storage solutions and management of Museum Aboriginal and Torres Strait Islander collections, with the continued consultation of communities.**

Develop specific policies and procedures for the proper management of Museum collections, both restricted and unrestricted, including the ongoing consultation with and inclusion of communities in management decisions.	Head of Research and Collections	December 2020
As part of the South Australian Government Aboriginal Affairs Action Plan, work with Aboriginal communities and across government to contribute to the development of a long-term storage solution for Aboriginal cultural material.	Director	July 2019

## ACTION 14

**Integrate Aboriginal and Torres Strait Islander peoples' perspectives into gallery, exhibition, archive and storage spaces.**

Deliverable	Responsibility	Timeline
Develop an Aboriginal and Torres Strait Islander governed working group tasked with evaluating the Australian Aboriginal Cultures Gallery and other gallery spaces, developing guiding principles for future redevelopment.	Head of Public Engagement	May 2020
In consultation with Aboriginal and Torres Strait Islander stakeholders, ensure all cultural material is more easily accessible to community groups.	Head of Research and Collections	December 2019
Develop new gallery and exhibition entry signage to include cultural content warnings.	Head of Public Engagement	June 2020
Investigate opportunities to include traditional Aboriginal and Torres Strait Islander stories within scientific galleries.	Head of Public Engagement   Head of Humanities	June 2021
Scope the development of an interpretive tour of the Museum that leverages new technologies.	Head of Public Engagement	September 2020
Deliver a 'by appointment only' Aboriginal and Torres Strait Islander guided tour of the Museum.	Head of Public Engagement	June 2020

## ACTION 15

### Engage with Aboriginal and Torres Strait Islander communities regarding the repatriation of ancestral remains.

Deliverable	Responsibility	Timeline
Publish on the Museum's website a board-approved statement recognising the impact of collection and research practices of the past, affirming the Museum's commitment to culturally appropriate collection management and repatriation of Aboriginal ancestral remains.	Manager, Enterprise and Communications	December 2019
By 2020, engage 100 per cent of South Australian Aboriginal and Torres Strait Islander communities whose ancestral remains the Museum holds, with plans available to work towards full repatriation of their ancestral remains.	Head of Humanities	December 2020
Continue active participation in the Australian Government Indigenous Repatriation Program (IRP) to allow for 100 per cent of ancestral remains originating from interstate areas to be respectfully transferred to the relevant IRP Museum for repatriation.	Head of Humanities	December 2020



**Ngarrindjeri elder, Major Sumner,**

works regularly with the Museum on policy, repatriation and cultural projects.

# GOVERNANCE

## ACTION 16

**Report RAP achievements, challenges and learnings to Reconciliation Australia.**

Deliverable	Responsibility	Timeline
Investigate participating in the RAP Barometer.	Chair, RWG	May 2020
Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Chair, RWG	September 2019, September 2020
Develop and implement systems and capabilities to track, measure and report RAP activities.	Chair, RWG	December 2019

## ACTION 17

**Report RAP achievements, challenges and learnings externally.**

Publish a dedicated page on the Museum website to communicate RAP commitments.	Manager, Enterprise and Communications	June 2020
Include RAP initiatives in regular internal Museum communications.	Manager, Enterprise and Communications	December 2019
Publicly report our RAP achievements, challenges and learnings.	Manager, Enterprise and Communications	December 2020, July 2021
Publish a RAP Annual Report.	Manager, Enterprise and Communications	July 2020, July 2021

## ACTION 18

**Review | refresh and update RAP.**

Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Executive Officer	December 2020
Send draft RAP to Reconciliation Australia for review and feedback.	Executive Officer	February 2021
Submit draft RAP to Reconciliation Australia for formal endorsement.	Executive Officer	June 2021



***Yidaki: Didjeridu and  
the Sound of Australia***  
exhibition on view at the  
South Australian Museum 2017.

For public enquiries regarding the South Australian Museum's Reconciliation Action Plan, please contact the Museum's Enterprise and Marketing Team by email at [marketing@samuseum.sa.gov.au](mailto:marketing@samuseum.sa.gov.au) or by phone on 0466 389 019 or 0475 834 072.