

SOUTH AUSTRALIAN MUSEUM

Innovate Reconciliation Action Plan

December 2023 – December 2025



Government
of South Australia



SOUTH
AUSTRALIAN
MUSEUM



RECONCILIATION
ACTION PLAN
INNOVATE



PLEASE
DO NOT TOUCH
THE OBJECTS

This page: Artworks in the *KAURNA: Still Here* exhibition. Photo: Sia Duff

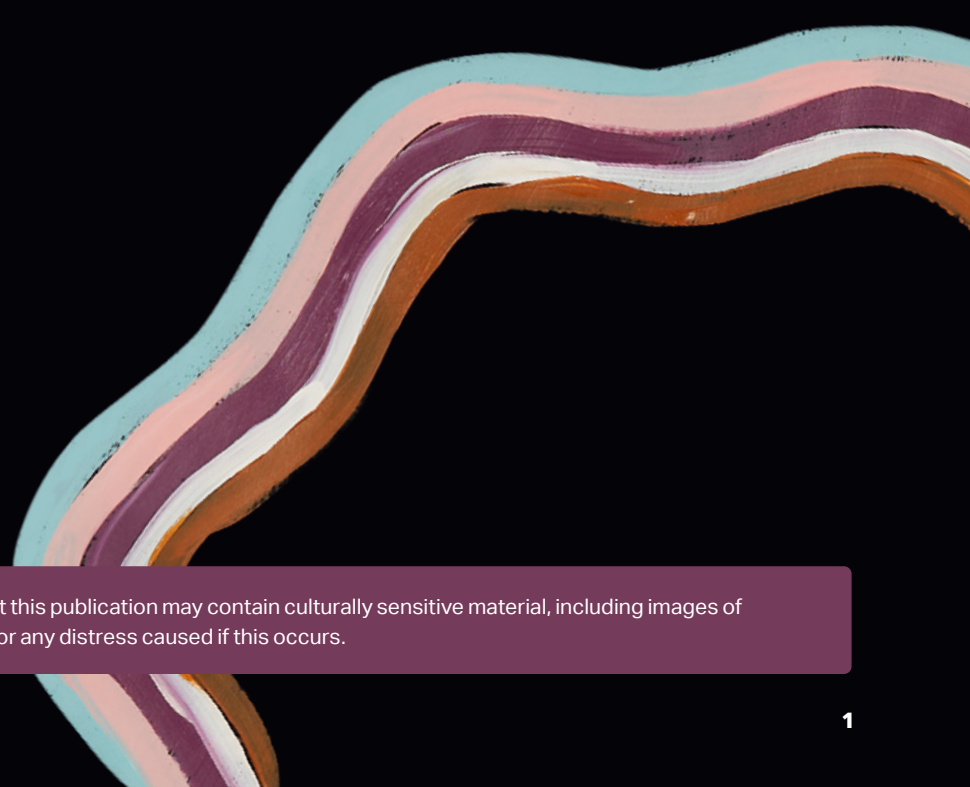
Front cover: *Rock River*, 2022, by Jackie Saunders, acrylic on paper



Acknowledgement of Country

Ngadlu tampinhi ngadlu Kurna Miyurna
yartangka. Munaintya puru purruna
ngadlu-itya. Munaintyanangku yalaka
tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land.
The Dreaming is still living. From the past, in the
present, into the future, forever.



WARNING: First Nations peoples are warned that this publication may contain culturally sensitive material, including images of persons who have died. We offer our apologies for any distress caused if this occurs.

Artist Jackie Saunders (right)
with artist Laura Wills, in front
of a work in progress from their
joint exhibition *Mineral Lines*.
Photo: Sam Roberts



Artist Clem Newchurch
shares First Nations cordage
techniques with educators at
the South Australian Museum.
Photo: Israel Baldago



Our RAP artworks

Jackie Saunders

Rock River, 2022, acrylic on paper

Our RAP cover artist Jackie Saunders is a Ngarrindjeri and Wirangu artist known for bold brushstrokes and dynamic use of colour. She takes inspiration from the natural world and creates vivid works which are imbued with stories.

Jackie works from the Tutti Visual Arts Studios and has been featured in many prestigious exhibitions. She was a prominent contributor to ACE Open's 2020 exhibition *If the Future is to be Worth Anything: 2020 South Australian Artist Survey* and was the winner of the Dawn Slade-Faull Award in the same year. This award allowed her to present her debut solo exhibition, *Salt & Sand*. Jackie's work has also been showcased in several Tarnanthi Festivals.

Rock River, which features on the cover of this RAP, was created for the 2022 exhibition *Mineral Lines*, a twelve-month collaboration between the South Australian Museum and Tutti Arts. *Rock River* is from a series of paintings that drew inspiration from the colours and patterns in the layers of agate rocks, which were first brought to Jackie's attention while exploring the South Australian Museum's collection.

Mineral Lines was developed as part of Reaching Out, a Tutti Arts project supported by Arts South Australia that sees learning disabled and neurodiverse visual artists work side-by-side with non-disabled peers artistically responding to leading cultural



institutions. Jackie worked with artist Laura Wills to create a series of solo and collaborative works for the exhibition.

Clem Newchurch

Uncle Peter taking photo of Second Valley painting, 2022, digital composition with artist photo and George French Angas, Coast scene near Rapid Bay at sunset, 1847

Clem is a Kurna Narungga Kokatha man who has resided in the southern Adelaide region for the majority of his life. He has extended Ancestral connections to surrounding South Australian Aboriginal Nations such as Yankanyatjara and Ngarrindjeri.

Clem has worked in arts and education settings, exhibiting works and sharing his cultural knowledge through various settings such as programs, workshops and events. He has also worked in film and multimedia settings including writing and directing two NITV 'Our Stories' documentaries that have been broadcast on NITV since 2018.

Clem began weaving after learning the Ngarrindjeri weaving style

from Ngarrindjeri Elders at Camp Coorong many years ago. He continued weaving at home on Kurna Country, sourcing materials from his local area and in doing so, found the appropriate native plants used to make string. Clem has since been developing his cultural artistic practice, learning from Elders, other community members and other sources (such as the South Australian Museum), sharing his knowledge along the way and supporting the revival of Ancient Kurna cultural practices, including net making and carving.

Uncle Peter taking photo of Second Valley painting was created for the exhibition *KAURNA: Still Here*, in collaboration with First Nations



artist Peter Turner. As part of the Guildhouse First Nations Collections Project, Clem and Peter accessed the South Australian Museum's extensive collections and developed a new body of work for exhibition. In addition to the Museum's Aboriginal collections, their work responded to the works of colonial watercolourist George French Angas.

MESSAGE FROM

Reconciliation Australia CEO



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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. South Australian Museum continues to be part of a strong network of more than 2,500 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 South Australian Museum will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to South 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 South 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, South Australian Museum will ensure shared and cooperative success in the long-term.

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

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

A handwritten signature in dark ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



MESSAGE FROM South Australian Museum CEO

Niina marni (Hello, are you good?)

When the South Australian Museum was established on Kurna Yarta in 1866, it is unlikely that an idea such as Reconciliation was at the forefront of our founders' minds. Like so many institutions around the world, our Museum's foundations are entwined with the broader stories of colonisation, empire, and race — and legacies that we must face together as a community.

Over 167 years later, the Museum remains an essential piece of the state's cultural fabric: a site of education, a place of research, a destination for families, and a gateway for visitors to explore our histories.

This is why Reconciliation must be one of our guiding principles now and in the future, driven by the truth-telling that underpins it – even the uncomfortable truths of the Museum's own history. It is with this context that our new Innovate Reconciliation Action Plan provides a roadmap between past, present and future.

Our first Reconciliation Action Plan 2019-2021 created an important foundation that we must continue to build upon. As the Museum embarks on a process of reimagining and strategic development, this new plan offers a holistic framework so that our Museum team can not only meet its planned outcomes, but undertake all our work with an understanding of the principles and meaning behind them. It will help us unpick old paradigms, and place Reconciliation at the heart of all we do.

Part of that work means recognising a First Nations-led approach, and I gratefully acknowledge the continued contribution of the Museum's Aboriginal Partnership Committee, along with our Reconciliation Working Group and Reconciliation Australia, in the engagement and reflection that has informed this document. I also acknowledge our First Nations staff who bring lived experience and cultural knowledge to the workplace. For First Nations staff, mediating colonial legacies while creating better outcomes for Aboriginal and Torres Strait Islander communities is a day-to-day vocation – rich and rewarding, but not without its challenges.

Since 2019 the South Australian Museum has made considerable progress. Our Heritage and Repatriation program has empowered communities to lead the way in addressing the legacies of past practices, both at our own Museum and with counterparts overseas. Through the world-leading reburial program at Kurna Wangayarta in Smithfield, and work with the Far West Coast, Narungga,



and Warlpiri communities, we have taken significant steps in the sensitive but essential work of returning Ancestors and sacred objects from the custodianship of institutions to Country and communities, where they always belonged.

In our galleries and public programming too, we have worked to place respect, relationships, and opportunities in the foreground. Recent First Nations-led exhibitions such as *KAURNA: Still Here*, our *Keeping Ancestral Voices Alive* series, and *A Little Bit of Justice: The Drawings of Charlie Flannigan*, have seen the Museum's spaces used in collaborative and empowering ways, and the community response has been heartening.

In July 2023 I arrived on Kurna Yarta from Aotearoa New Zealand, where I spent six years leading the Auckland War Memorial Museum, the country's largest museum. Those six transformative years drove home the importance of developing genuine and enduring partnerships with the Tangata Whenua (people of the land) and honouring the collective wisdom and aspirations of those communities. Through partnership and collaboration, and ensuring the culture, values and knowledge systems of Māori are upheld and celebrated, we saw the purpose and practice of the Museum change for the better.

South Australia has its own history, its own challenges, and its own opportunities, and I look forward to supporting our Museum in the next stage of its bicultural journey.

Dr David Gaimster
Chief Executive Officer
South Australian Museum



Our vision for reconciliation

At the South Australian Museum, we will value and respect the knowledge, contributions and agency of Aboriginal and Torres Strait Islander peoples across everything we do. We acknowledge the significant role we have locally and beyond to respect, repatriate and build a place of safe learning, healing and opportunity. This responsibility stems from the colonisation of South Australia and the Museum's unacceptable past practices in its interactions with First Nations peoples and their cultural objects.

Our vision for reconciliation is to continue to build positive and collaborative relationships with Aboriginal and Torres Strait Islander peoples and communities by facing-up to our past and working hard to embed reconciliation across every aspect of the Museum.

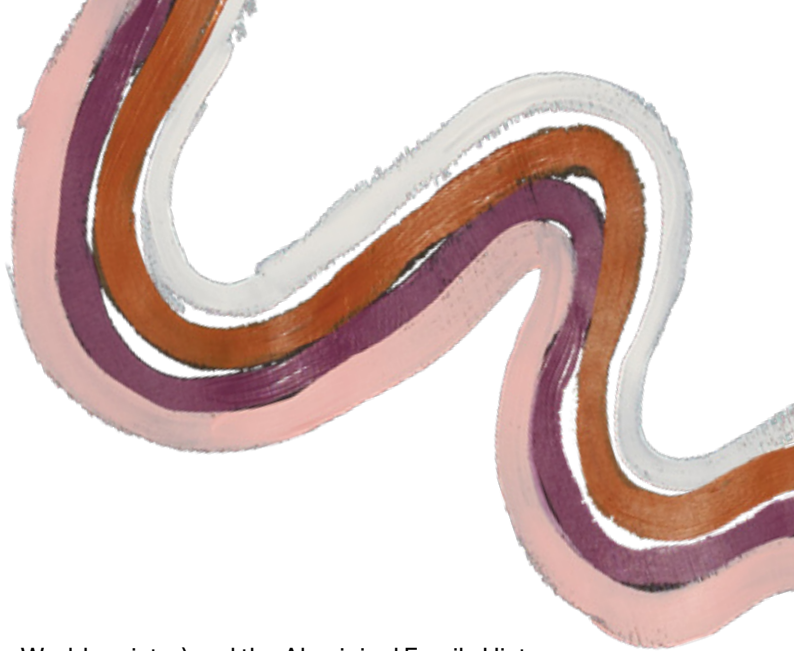
We will show leadership in reconciliation through our actions, through the commitment of and to our people and through our relationships with Aboriginal and Torres Strait Islander peoples. We will champion Aboriginal and Torres Strait Islander stories, cultures and languages in the public realm and support our audiences to take pride in our First Nations cultures.

Everyone at the South Australian Museum has a role to play to make long term sustainable changes, to progress reconciliation.



Members of the South Australian Museum's Reconciliation Working Group, left to right: Lara Torr, Jeremy Green, Jared Thomas, David Gaimster, Lea Gardam, Ali Abdullah-Highfold, Shakhlo Rasulova, Mary-Anne Binnie, Emma de Rooy and Justine van Mourik. Absent: Amy Haring, Jill MacKenzie, John Carty, Julie LeMessurier, Keith Maguire, Liz Reed, Mairead Hooper and Samekah Osborne. Photo: Sia Duff





Our business

Reconciliation is core business at the South Australian Museum. Our RAP creates tangible links between the critical dimensions of reconciliation (race relations, equality and equity, institutional integrity, unity and historical acceptance) and our day-to-day operations.

We work to care for and share world-class collections through relevant, engaging, and inspiring experiences that connect people with cultural and natural history. We use our collections to create and share new knowledge and produce and host exhibitions, events, and education programs. The Museum reaches a regional, national, and global audience through touring exhibitions, media and publicity, social media and digital initiatives, research and community engagement. The scope of our research and storytelling stretches from 550 million years ago to the present day.

Our primary location is in the heart of the Adelaide CBD, on the bustling North Terrace cultural precinct. We are one of the most visited Museums in Australia. The North Terrace site also houses the Museum's Science Centre and we have a further two off-site collection facilities which house Aboriginal, Pacific and World Cultures collections and Whale and Dolphin collections. A new, fit-for-purpose collection storage facility is currently under construction. All these sites stand on Kaurna Yerta, the unceded land of the Kaurna people.

Our collection of Australian Aboriginal cultural material (which encompasses both Aboriginal and Torres Strait Islander material) is the world's largest and the most significant collection of its kind. The ongoing care of this collection is guided by the deep cultural knowledges and the authority of Aboriginal and Torres Strait Islander peoples.

The South Australian Museum's Archives (of which two collections are on the UNESCO Australian Memory of the

World register) and the Aboriginal Family History Team support Aboriginal and Torres Strait Islander people to connect with their past, including mapping family trees and accessing records and images of their ancestors. Using these records to reconnect families, the team provides a vital service for people affected by the government policies that created the Stolen Generation.

The Museum also works tirelessly to engage with all Aboriginal and Torres Strait Islander communities affected by disrespectful past collecting practices and to repatriate ancestors to country. Our repatriation policy places Aboriginal peoples and communities at the heart of decision making about Aboriginal ancestral remains and, through the period of our first RAP, we have supported Kaurna, Narungga, First Nations of the South East, Far West Coast and Anangu communities to bring their ancestors home. This work is ongoing.

Exhibitions and public programs are a powerful tool for connecting our diverse audiences with our collections and research. Our education programs support the national cross-curriculum priority to embed Aboriginal histories and knowledges across all areas of learning, as well as providing targeted programs for Aboriginal learners and Aboriginal educators. Our program of innovative exhibitions and events support our audiences to deepen their engagement with Aboriginal culture by enabling Aboriginal artists and organisations to co-create and present the public with content which tells their stories, their way.

Beyond our audiences, we also have strong connections across State Government and the university sector. We are a trusted partner within the arts and cultural, scientific and education sectors.

With a total workforce of 120 people employed by the Museum and the Museum Foundation, Aboriginal



Lea Gardam, RAP Co-Chair and Archives Collection Manager, shares archival resources with a colleague. Photo: Sia Duff

employment at the Museum currently comprises nearly 8.5% of staff, with 10 roles, ranging from ongoing, full-time to casual positions, occupied by Aboriginal employees. Despite this relatively high percentage compared to other agencies, we have only recently seen the appointment of Aboriginal staff to middle management roles and they are not currently represented in senior leadership roles. More than 70% of Aboriginal employees are on

non-ongoing or casual contracts. Through our new RAP and the implementation of a dedicated Aboriginal Employment Strategy we will ensure that we not only become a preferred employer for Aboriginal and Torres Strait Islander peoples but that our First Nations staff are supported by retention and career development opportunities commensurate with their significant skills, experience and cultural knowledge.



Our RAP

Our pride in our collections is tempered by the understanding that our past collecting, display and engagement practices were unacceptable and disrespectful to Aboriginal and Torres Strait Islander peoples. This understanding is possible, in large part, due to the ongoing cultural and emotional labour, and expertise of our Aboriginal colleagues, community leaders and elders. By historically denying Aboriginal and Torres Strait Islander peoples their cultural autonomy, the Museum directly contributed to the injustices which we now seek to redress through reconciliation.

So, how does a contemporary museum engage with and deconstruct the legacy of its colonial past? Our second Reconciliation Action Plan focuses our attention on organisational culture, truly shared responsibility, and clear accountability. This Innovate RAP is the result of a 12-month consultation process which showed us that while our actions are important, we must shift our focus to encompass what we do as well as how we do it. This informed our RAP development process.

To ensure that the consultation phase of our RAP development was rigorous, detailed and enabled us to dive deep into our organisational culture, we engaged Reconciliation South Australia to run the consultation and to work with us on the development of this RAP. The consultation provided all Museum and Museum Foundation staff with multiple opportunities to contribute to the new RAP, as well as ensuring that the perspectives of our Aboriginal Partnership Committee guided the development of the RAP. A First Nations-only session provided a culturally safe feedback mechanism for our Aboriginal staff and led to many of the new actions in this RAP.

The Reconciliation South Australia team frequently commented that the Museum is a place of contrast; one where the impacts of our colonial past are still being felt but also where staff, including Aboriginal staff, bring deep pride and positivity to their work. This is particularly notable in areas where the impact of our reconciliatory work is already tangible, including repatriation, family history and truth-telling through exhibitions and programs. Our broad audience, both in-person and online, offer us the opportunity to demonstrate practical reconciliation and to have an impact well beyond our own staff. This RAP addresses our capacity to bring our audiences on the reconciliation journey through several different initiatives.

Accountability and fearless truth-telling were strong themes to emerge from the consultation. The work required to progress this RAP will be visible and shared across all layers of the Museum, from our governance bodies to our casual staff.

The South Australian Museum's Aboriginal Partnership Committee provides critical insights into how the Museum can advance reconciliation. Since 1997, this group of Aboriginal leaders has contributed diverse perspectives and deep knowledge of Aboriginal cultures to guide Museum operations. 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 cultures. Committee members are respected Aboriginal leaders, with good networks in and knowledge of their communities. As December 2023, the Committee comprises:

- Vicki Wilson / Chair
- Marg Mibus
- David Rathman AM, PSM, FIML / ex officio

The South Australian Museum Board takes accountability for elevating the importance of reconciliation at the Museum and has supported its development with insight and enthusiasm. The Board views the need for the Museum to work towards reconciliation determination as a significant and explicit part of our organisational purpose. The RAP is further supported by the Board of the Museum Foundation, which will work closely with Museum leadership to expand the reach of our RAP across the Museum's commercial and fundraising activities.

The South Australian Museum's Leadership Team plays an integral role in implementing our Reconciliation Action Plan and members champion reconciliation across the organisation. All members of the Leadership Team serve on our Reconciliation Working Group.

Embedding meaningful reconciliation into the daily work and collective culture of the Museum is critical work which is propelled by a dedicated group of staff from across all of the Museum's functional areas. The Reconciliation Working Group, supported by the Manager Strategic Projects, coordinates the implementation of RAP actions and is responsible for reporting on the Plan. The Terms of Reference for our working group ensure representation from across the Museum and Museum Foundation. At the start of this RAP, 35% of members identify as Aboriginal.

The Working Group comprises:

- David Gaimster, Chief Executive Officer
- Justine van Mourik, Director, Engagement
- Lea Gardam, Archives Collection Manager (Reconciliation Working Group Co-Chair)
- Shakhlo Rasulova, Chief Financial Officer (Reconciliation Working Group Co-Chair)
- A representative of the Aboriginal Partnership Committee
- Ali Abdullah-Highfold, Family and Community History Consultant
- Amy Haring, Manager, Marketing and Communications
- Emma de Rooy, Executive Assistant
- Jared Thomas, Research Fellow, Aboriginal and Torres Strait Islander Material Culture and Art
- Jeremy Green, Design Lead
- Jill MacKenzie, Manager, Exhibitions and Programs
- John Carty, Head of Humanities
- Julie LeMessurier, Head of Development
- Keith Maguire, Head of Natural Science Collections
- Lara Torr, Manager, Strategic Projects
- Liz Reed, Research Scientist, Palaeontology
- Mairead Hooper, Archives Access Officer
- Mary-Anne Binnie, Palaeontology Collection Manager
- Samekah Osborne, Archives Officer
- Adam Moriarty, Director, Collections & Research
- Abigail Hamilton, Security Supervisor



Uncle Peter taking photo of Second Valley painting, 2022, by Clem Newchurch, digital composition with artist photo and George French Angas, Coast scene near Rapid Bay at sunset, 1847





Jamie Hampton, Warlpiri Repatriation Officer, views cultural objects with the Warlpiri Project Elders Group, including Robin Japanangka Granites, Sebastian Jampajimpa Watson, Freddy Japanangka Williams, Warren Japanangka Williams, Derek Japanardi Williams and Karl Japaljarri Hampton.




Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples and the wider community is central to the work of the South Australian Museum. To ensure that Aboriginal and Torres Strait Islander voices are heard, we create safe places to facilitate meaningful conversations and learning, and to enable truth sharing.

We demonstrate our values and commitment to reconciliation through respectful relationships within and beyond the South Australian Museum. Through our wide sphere of influence, we consult meaningfully with communities to build trust and enable community-led collaborations.

Strategic enabler: engagement and partnerships

<div>ACTION</div> <div></div>	Deliverable	Timeline	Responsibility
	1.1 Continue to engage an Aboriginal Partnership Committee (APC) to provide advice, insight, knowledge and oversight of the South Australian Museum's engagement with Aboriginal and Torres Strait Islander communities.	February 2024 May 2024 August 2024 October 2024 Then continuing quarterly, dates TBC	CEO
	1.2 Continue to meet with diverse local and interstate Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and matters which affect Aboriginal and Torres Strait Islander communities.	February, March and April 2024, then biannually	Director, Collections & Research
	1.3 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	CEO
	1.4 Utilise all-staff meeting to share information about Museum projects which involve Aboriginal and Torres Strait Islander peoples and communities, to ensure information regarding Aboriginal and Torres Strait Islander stakeholders is shared effectively and allows future opportunities to be easily identified.	January, April, July and October 2024 and 2025	RAP Co-Chairs

ACTION

2

Build relationships through celebrating National Reconciliation Week (NRW).

	Deliverable	Timeline	Responsibility
2.1	All staff to participate in an internal or external NRW program.	27 May-3 June, 2024 and 2025	CEO
2.2	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2024 and 2025	CEO
2.3	Establish a RAP subcommittee to guide the development of reconciliatory programs and events, including NRW and NAIDOC activities for the Museum.	December 2023, then every 8 weeks	RAP Co-Chairs
2.4	Present an annual suite of NRW programs, including internal, public-facing and online events.	27 May – 3 June, 2024 and 2025	Director, Engagement
2.5	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 and 2025	Director, Engagement
2.6	Purchase a table for the Museum employees to attend Reconciliation SA's annual Adelaide National Reconciliation Week breakfast and rotate staff attendance annually.	April 2024 and 2025	CEO
2.7	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2024 and 2025	Director Engagement

ACTION

3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
3.1 Communicate our commitment to reconciliation publicly, including developing an annual reconciliation communications strategy which encompasses NRW and NAIDOC Week.	May 2024, then review biannually	Manager, Marketing and Communications
3.2 Develop and implement strategies to positively influence our audiences to drive reconciliation outcomes.	October 2024	Director, Engagement
3.3 Review the Museum's development activities to identify opportunities to promote reconciliation to our members, sponsors and other financial supporters.	March 2024	Head of Development
3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2024, then meet biannually	RAP Co-Chairs
3.5 Review the Museum's induction and onboarding processes and develop resources to support staff awareness reconciliation, including past and present Museum practices, our RAP and opportunities to positively contribute to reconciliation at the Museum.	April 2024	Manager Strategic Projects

ACTION

4

Promote positive race relations through anti-discrimination strategies.

4.1 Consult with Aboriginal and Torres Strait Islander staff and our Aboriginal Partnership Committee to ensure that DPC's Respectful Treatment at Work Policy sufficiently supports the specific workplace needs of the Museum's First Nations staff.	April 2025	RAP Co-Chairs
4.2 Summarise and share existing anti-discrimination resources with all staff.	January 2024	RAP Co-Chairs
4.3 Seek feedback from Aboriginal staff and volunteers via culturally safe consultation with an external, First Nations facilitator, and present this feedback to the Aboriginal Partnership Committee and People and Culture Committee. Sessions to cover: <ul style="list-style-type: none"> Perspectives on equality and inclusion at the museum Training needs of the museum staff and volunteers Further specific feedback as outlined by the Leadership Team. 	April 2024 and July 2025	CEO
4.4 Educate senior leaders and all staff on the effects of racism, through DPC's mandatory online courses including Unconscious Bias, Say No to Racism and Respectful Treatment at Work.	September 2024 and 2025	CEO

Kuarna Elders Uncle Moogy Sumner, and Madge Wanganeen, South Australian Museum Repatriation Officer, prepare to return Ancestors to Country at Kurna Wangayarta. Photo: Sia Duff





We respect Aboriginal and Torres Strait Islander histories, heritage, cultures, peoples and communities. We are working with Aboriginal and Torres Strait Islander communities to ensure respectful practices across all South Australian Museum operations.

We will honour Aboriginal and Torres Strait Islanders voices and cultures through inclusive practices and continue to strive for best practice in repatriation, Aboriginal family history and culturally sensitive access to Museum collections.

Strategic themes: amplifying stories and delivering unique experiences

<div><div>ACTION</div><div><div>5</div></div></div> <div>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights through cultural learning.</div>	Deliverable	Timeline	Responsibility
	5.1 Consult with our APC and other local and interstate Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform the development of a cultural learning plan.	January 2024	CEO
	5.2 Conduct a review of cultural learning needs within our organisation.	February 2024	CEO
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff and volunteers, which aligns with DPC requirements as well as the specific needs of South Australian Museum staff.	September 2024	CEO
	5.4 Consult with Aboriginal staff members to determine their comfort and interest in developing or delivering aspects of this plan.	July 2024	CEO
	5.5 Commit all staff to participate in formal and structured cultural learning at least once over the life of this RAP.	December 2025	CEO

ACTION

6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

	Deliverable	Timeline	Responsibility
6.1	In consultation with the Museum's Aboriginal Partnership Committee, annually review the wording of the Museum's Acknowledgement of Country.	July 2024 and July 2025	Lead: RAP Co-Chairs Support: Manager Strategic Projects
6.2	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by sharing existing resources and holding staff workshops to build familiarity and confidence delivering Acknowledgements, including while undertaking fieldwork.	October 2024	Manager Strategic Projects
6.3	In consultation with local Traditional Owners, scope, seek funding for and develop a Welcome to Country experience or display for the museum's main foyer and online presence.	October 2024	Director, Engagement
6.4	Develop and implement a museum reconciliation resource, including cultural protocol guides and other key information e.g., wording for Acknowledgements of Country, language guide and info for booking a Welcome to Country.	April 2024	Manager Strategic Projects
6.5	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	In line with forward events calendar, review July 2024 and 2025	Director, Engagement
6.6	Include an Acknowledgement of Country or other appropriate protocols on all agendas and at all meetings and gatherings, including all public events where a Welcome to Country is not delivered.	In line with forward events calendar, review July 2024 and 2025	CEO
6.7	Consult with our APC, local Traditional Owners and Aboriginal staff to understand the cultural needs of First Nations visitors to the Museum and ensure the Museum has appropriate protocols in place to support the visitor experience of Aboriginal and Torres Strait Islander peoples at Museum sites, including online.	June 2025	Director, Engagement

ACTION

7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
7.1 All staff to participate in a NAIDOC Week event, with RWG members to participate in an external event.	First week in July 2024 and 2025	CEO
7.2 Continue to review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024 and 2025	Lead: CEO Support: DPC HR
7.3 Work with Department of the Premier and Cabinet PC People and Culture to identify and promote opportunities for staff to participate in NAIDOC Week.	May 2024 and 2025	Lead: CEO Support: DPC HR
7.4 Explore the Museum's participation in external NAIDOC events, including the NAIDOC Week march and family fun day.	March 2024 and 2025	Director, Engagement
7.5 Circulate NAIDOC Week resources to our staff.	July 2024 and 2025	CEO
7.6 Support and present an annual suite of NAIDOC Week programs, including internal, public-facing, and online events.	First week of July, 2024 and 2025	Director, Engagement
7.7 Register all our external NAIDOC Week events on naidoc.org.au .	June 2024 and 2025	Director, Engagement

ACTION

8

Respect Aboriginal and Torres Strait Islander knowledges and histories through best-practice in contemporary museum practice

8.1 Maintain, review and update, as required, a suite of policies, procedures and protocols to support museum sector best-practice in engagement with Aboriginal and Torres Strait Islander peoples and respectful custodianship of cultural material, archives and human remains. These include:	April, July and October 2024 Then continuing quarterly, dates TBC	CEO
<ul style="list-style-type: none"> • Collection Policy • Repatriation of Ancestral Remains and Burial Goods Policy • Restitutions of Cultural Heritage Policy • Management and Repatriation of Aboriginal and Torres Strait Islander Secret Sacred Objects • Cultural Objects Acquisition Committee Terms of Reference 		
8.2 Work with Terri Janke and Company to develop and implement the Museum IP & ICIP Policy .	December 2023	Director, Collections & Research
8.3 Align our RAP deliverables with the Critical Pathways in the Australian Museum and Galleries Association's Indigenous Roadmap and build these pathways into our RAP reporting framework.	December 2023	Manager Strategic Projects

ACTION

9

Demonstrate respect through the use of Aboriginal languages

Deliverable

Timeline

Responsibility

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|-----|--|---------------|----------------------|
| 9.1 | Develop and implement naming protocols when using First Nations languages, encompassing two-way naming of the Museum sites, projects, and key gallery features, as well as newly discovered species, research sites or projects. | December 2024 | CEO |
| 9.2 | Develop a First Languages engagement strategy, including collaborations with Aboriginal Living Languages South Australia (ALLSA), future language-based exhibitions and related resources for staff, volunteers and guides. | December 2024 | Director, Engagement |

ACTION

10

Update the Australian Aboriginal Cultures Gallery displays (and associated interpretation activities) in alignment with the Australian Museums and Galleries Association Roadmap

- | | | | |
|------|---|---------------|----------------------|
| 10.1 | Establish and utilise protocols for including Aboriginal and Torres Strait Islander perspectives in upgrades of the Museum galleries to review and incorporate the recommendations from the Australian Aboriginal Cultures Audit. | March 2024 | Director, Engagement |
| 10.2 | Scope models for sustainable interpretative experiences, including tech-based and self-guided options. | December 2024 | Director, Engagement |
| 10.3 | Develop a language and protocol guide for external tour providers. | March 2024 | CEO |
| 10.4 | Research models for institutional apologies to First Nations peoples and develop a proposal, outlining the process required to progress a Museum apology, for presentation to the APC and Board for their consideration. | June 2025 | CEO |

ACTION

11

Empower and highlight Aboriginal voices and perspectives to our broad audiences

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|------|--|--------------|----------------------|
| 11.1 | Consult with collegiate organisations to scope, develop and implement a project development tool which focuses an Aboriginal lens across all new activities under the Museum's defined project management framework. | June 2024 | CEO |
| 11.2 | Develop a plan to resource and pilot the use of interpretative technologies to incorporate Aboriginal knowledges and cultures into existing Museum galleries. | October 2024 | Director, Engagement |


Opportunities

The South Australian Museum has committed to enacting reconciliation by creating economic opportunities for Aboriginal and Torres Strait Islander people. We will do this by creating employment, education and procurement opportunities for Aboriginal and Torres Strait Islander peoples, communities, and businesses.

These opportunities are essential to our core business. Aboriginal and Torres Strait Islander employees fill critical and identified roles within our operations and their retention and development are of great importance if

we are to become a preferred employer for First Nations people. Education pathways also support this goal and procurement from Aboriginal businesses supports our work to build and rebuild relationships with Aboriginal peoples and communities. Wherever possible, we will prioritise opportunities for Aboriginal and Torres Strait Islander peoples to interpret and present their cultures and knowledges. Whether through co-design or exhibitions, tours or events, this approach creates more opportunities for Aboriginal and Torres Strait Islander peoples.

Focus area: Strategic enablers: People and culture, and long-term sustainability

ACTION	Deliverable	Timeline	Responsibility
 12 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	12.1 Work with our external facilitator to understand feedback from the annual consultation with Aboriginal staff and use this information to inform future employment and professional development opportunities.	December 2023 Then September 2024 and 2025	CEO
	12.2 Engage with Aboriginal staff to consult on our recruitment, retention and professional development strategy.	January 2024	Lead: CEO Support: DPC HR
	12.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, informed by the significant knowledge and expertise of our Aboriginal staff and including Aboriginal and Torres Strait Islander recruitment, retention and career development targets.	August 2024	Lead: CEO Support: DPC HR
	12.4 Develop and share guidelines to ensure we advertise job vacancies to effectively reach and appeal to Aboriginal and Torres Strait Islander stakeholders.	December 2023	Lead: CEO Support: DPC HR
	12.5 Seek an annual briefing from Department of the Premier and Cabinet HR on recruitment and retention procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2024 and 2025	Lead: CEO Support: DPC HR
	12.6 Consult with Aboriginal staff (including hourly paid) to develop a quarterly program of shared networking, professional development and feedback opportunities.	February 2024 and 2025	Lead: CEO Support: DPC HR

ACTION

13

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
13.1 Consult with Aboriginal staff to identify opportunities and supports for First Nations employees at the time of induction and develop induction resources to implement these recommendations.	October 2024	Lead: CEO Support: DPC HR
13.2 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy which includes procurement goals for each South Australian Museum department as well as for the Museum as a whole.	May 2024	Chief Financial Officer
13.3 Publish an annual procurement plan highlighting goods and services required by the Museum and promote this to Aboriginal businesses, inviting them to tender or quote.	By June 30 2024 and 2025	Chief Financial Officer
13.4 Ensure all staff are aware of the Museum's Supply Nation membership (we have access as part of the Department of the Premier and Cabinet membership).	April 2024 (plus include in Reconciliation Resource)	Chief Financial Officer
13.5 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2024, 2025	Chief Financial Officer
13.6 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2024	Chief Financial Officer
13.7 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and subcontractors.	To be reviewed annually in September 2024 and 2025	Lead: CEO Support: Leadership Team
13.8 Explore, via Shared Services, the possibility of capturing Aboriginal and Torres Strait Islander procurement in Basware, to support effective data and reporting.	April 2024	Chief Financial Officer
13.9 Support best practice in our commercial operations by identifying and adopting relevant standards, such as signing up for the Indigenous Art Code.	October 2024	Manager Visitor and Commercial Services

Dr Jared Thomas, Research Fellow, Aboriginal and Torres Strait Islander Material Culture and Art, shares insights into the Museum's galleries.
Photo: Sia Duff




Governance

Our leadership is integral to supporting the implementation of this RAP and will be involved in regularly tracking the South Australian Museum's progress in delivering on its actions and deliverables.

Our policies, processes and systems will be culturally inclusive and our governance and consultative structures will be inclusive of Aboriginal and Torres Strait Islander voices.

Focus area: Strategic enablers: People and culture, and long-term sustainability

ACTION	Deliverable	Timeline	Responsibility
 <p>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</p>	14.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2024 and 2025 (or as required based on membership fluctuations)	RAP Co-Chairs
	14.2 Allocate funding to support casual and contract staff participating in RWG meetings and subcommittees.	December 2023 Then April 2024 and 2025	CEO
	14.3 Invite a representative of South Australian Museum's Aboriginal Partnership Committee to join the RWG, with the option to rotate annually.	December 2023, then June 2024 and 2025	RAP Co-Chairs
	14.4 Consult with Aboriginal RWG members to identify culturally safe feedback mechanisms for providing sensitive feedback on the RAP.	March 2024	RAP Co-Chairs
	14.5 Review the Terms of Reference for the RWG annually and apply them to support RAP implementation.	December 2023, 2024 and 2025	RAP Co-Chairs
	14.6 Meet at least four times per year to drive and monitor RAP implementation.	February, April, June, August, October, December 2024, then per forward meeting schedule	RAP Co-Chairs

ACTION

15

Provide appropriate support for effective implementation of RAP commitments.

15.1	Define resource needs for RAP implementation.	December 2023, then on a project-by-project basis	RAP Co-Chairs
15.2	Appoint and maintain an internal RAP Champion from senior management.	December 2023 and 2024	CEO
15.3	Scope and develop a reconciliation fund, to support RAP initiatives through philanthropy, sponsorship and grant funding.	April 2024	Head of Development
15.4	Link RAP deliverables to staff Performance Development Plans.	July 2024, then per Department of Premier and Cabinet Performance Development Plan review schedule for individual staff.	CEO
15.5	Engage our senior leaders and other staff in the delivery of RAP commitments.	Ongoing - fortnightly standing agenda item for Leadership Team (review January 2024)	RAP Champion
15.6	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2024, then review in October 2024 and 2025	CEO
15.7	Support the implementation of the RAP through co-opted ex officio, secretariat and project management support.	December 2023, then review throughout 2024 and 2025	CEO
15.8	Ensure that internal action plans for RAP implementation allocate responsibilities across all the Museum's departments.	January, April, July and October 2024 and 2025	RAP Co-Chairs

ACTION

16

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
16.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 and 2025	RAP Co-Chairs
16.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2024 and 2025	RAP Co-Chairs
16.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024 and 2025	RAP Co-Chairs
16.4 Regularly report RAP progress to all staff, Board and APC members.	Board and APC: RAP reporting at all meetings (Board every 2 months, APC quarterly) Staff: RAP included in monthly internal newsletter	RAP Co-Chairs
16.5 Publicly report our RAP achievements, challenges and learnings, annually.	October 2024, 2025 (following Reconciliation Australia reporting)	Director, Engagement
16.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	RAP Co-Chairs
16.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2025	RAP Co-Chairs

ACTION

17

Continue our reconciliation journey by developing our next RAP.

17.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	RAP Co-Chairs
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Ali Abdullah-Highfold, Family and Community History Consultant, in the South Australian Museum Archives.
Photo: Sia Duff

For enquiries regarding the South Australian Museum's RAP, please contact Manager Strategic Projects Lara Torr or Brennan Dew by email at directoratesamuseum.sa.gov.au or by phone on **(08) 8207 7500**