



**NATIONAL FILM AND SOUND  
ARCHIVE OF AUSTRALIA**

**INDIGENOUS  
STRATEGY 2020–2023**

**KEEPING THE PATHWAYS  
TO ANCESTORS ALIVE**



## **ACKNOWLEDGEMENT OF COUNTRY**

The National Film and Sound Archive of Australia (NFSA) acknowledges Australia's Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land on which we work and live and gives respect to their Elders both past and present.

## **TERMINOLOGY**

The term *Indigenous people* is used throughout this Strategy. This term is used to refer to Aboriginal and Torres Strait Islander people, who are the First Peoples of Australia.



## **VISION**

The NFSA is a trusted custodian of Aboriginal and Torres Strait Islander cultural heritage. We will empower Australia's First Peoples to keep the pathways to their Ancestors alive.

## **MISSION**

We will help preserve and share the audio-visual memories of Indigenous Australia. We will embed Aboriginal and Torres Strait Islander knowledges and perspectives into our values, behaviours and practice.





## MESSAGE FROM CEO JAN MÜLLER

As the national audio-visual archive and institution for media culture in Australia, we keep the pathways alive to Ancestors through the access to our collective memory.

We view the world as a place of discovery, disseminating knowledge and ideas. We provide context, foster innovation and build partnerships.

We recognise to build the type of organisation we wish to become, we must engage our partners of tomorrow. Dedicating ourselves to reimagining our relationships with Indigenous communities, creatives and collaborators will enable pathways for the NFSA to improve services to Aboriginal and Torres Strait Islander peoples, ensuring practices are inclusive and creating spaces that support respectful dialogue and are culturally safe.

We will amplify Indigenous voices to create a better, more inclusive and authentic NFSA for future generations.

This strategy was led by our Indigenous Connections Manager, Tasha James in consultation with our Indigenous Connections Committee and NFSA staff members, to embed Indigenous knowledges, values and perspectives throughout the business and activities of the NFSA. *The First Peoples: A Roadmap for Enhancing Indigenous engagement in Museums and Galleries, AMA GA 2018* has been key to inform and shape the strategy. As a result of doing this, we will increase the engagement of Aboriginal and Torres Strait Islander peoples as – collaborators, advisers, consultants, audiences and employees.

Through the implementation of our Indigenous Strategy we will strengthen our relationships with Aboriginal and Torres Strait Islander peoples and work together to set the benchmark for a knowledgeable, culturally rich and diverse workforce that understands its history but looks towards a shared cultural future.

**Together, we will continue the work that ensures Aboriginal and Torres Strait Islander peoples maintain the pathways to their Ancestors.**





## **MESSAGE FROM INDIGENOUS CONNECTIONS COMMITTEE CHAIR & BOARD DEPUTY CHAIR WAYNE DENNING**

Australian Museums and Galleries Association 10-Year Indigenous Roadmap is a great tool for the NFSA to be using as a guide to improve engagement and employment of Aboriginal and Torres Strait Islander peoples at the NFSA. It is also a good resource to inform the next Reconciliation Action Plan (RAP) of the organisation.

Through the process of developing the RAP, it has been excellent to see areas in the organisation embrace and champion the changes that are required to deliver on our RAP goals, and work towards making sure our policies and programs meet the needs and expectations of Aboriginal and Torres Strait Islander peoples and their communities.

This Indigenous Strategy will enable us to produce better informed Indigenous policies; create more Indigenous opportunities, build a culturally safe workplace and embed Indigenous perspectives in all Indigenous programming and exhibitions.





## INTRODUCTION

The National Film and Sound Archive of Australia (NFSA) is Australia's audiovisual archive – responsible for collecting, preserving and sharing our cultural heritage. The NFSA collection includes significant Aboriginal and Torres Strait Islander recorded sound, film, broadcast and new media that is representative of cultures, language, story and song.

As a Wiradjuri woman, I am very proud to be part of a culture that is one of the oldest continuous living cultures on Earth. Working at the NFSA has given me the opportunity to work with Indigenous collection material and communities, which is a great privilege.

I have seen and experienced the power and impact of the Australian First Peoples' stories that are held within the NFSA collection. Preserving these stories is vital to the cultural heritage of Australia.

As the custodians of these stories and knowledge, we are responsible for ensuring that these cultural items are preserved, managed and shared appropriately in accordance with the advice and guidance of Aboriginal and Torres Strait Islander owners and knowledge holders.

Historically, archives and other collecting institutions that hold Aboriginal and Torres Strait Islander cultural materials have done so through colonial practices and an ethnographic lens. The understanding of Aboriginal and Torres Strait Islander cultures is growing with the introduction of Cultural Competency training, but this is only the beginning. Further engagement of Aboriginal and Torres Strait Islander peoples working in these spaces will help drive change.

The NFSA's Indigenous Strategy sets out a mandate to pursue outcomes that will bring Indigenous priorities to the forefront of everything we do at the NFSA. It will build staff cultural awareness and confidence in our ongoing work with Indigenous communities, stakeholders and the collection. The strategy sets a pathway for the NFSA to increase employment of Aboriginal and Torres Strait Islander archive professionals, manage cultural collections appropriately and build a culturally competent workforce.

We are using *The First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries* (the Indigenous Roadmap) as a tool to inform and improve engagement and employment of Aboriginal and Torres Strait Islander peoples at the NFSA.

Through this work the NFSA will be an inclusive and culturally safe environment that supports respectful relationships with Aboriginal and Torres Strait Islander peoples.

These outcomes will be achieved through engagement, learning and collaboration, as set out under the strategy's pathways to Indigenous Connections. The ongoing engagement and contribution of NFSA staff and the Indigenous Connections Committee will also play a vital role in implementing the strategy.

**Tasha James**  
**Manager Indigenous Connections**



## OUR VALUES

To support our vision and shape the culture of our workplace and practice we will embed our values.

### INCLUSIVE

We have an inclusive workplace culture and recognise Aboriginal and Torres Strait Islander voices and knowledges is central to informing Indigenous Connections across the organisation.

### TRUSTWORTHY

We strive to develop and maintain trusted relationships with all Aboriginal and Torres Strait Islander peoples and communities.

### RESPECTFUL

We work with Aboriginal and Torres Strait Islander Communities to safeguard their cultural heritage, their way.

## OUR STRATEGY

### From Alignment to Transformation

NFSA's Indigenous Strategy 2020–2023 presents a long-term view and aligns with our existing vision, mission and strategic plans to enhance our ambition to create a better, more inclusive and more accessible NFSA for Aboriginal and Torres Strait Islander future generations.

We use the *First Peoples: A Roadmap for enhancing Indigenous Engagement in Museums and Galleries* (the Indigenous Roadmap) as a tool to structure our strategic thinking and acting.

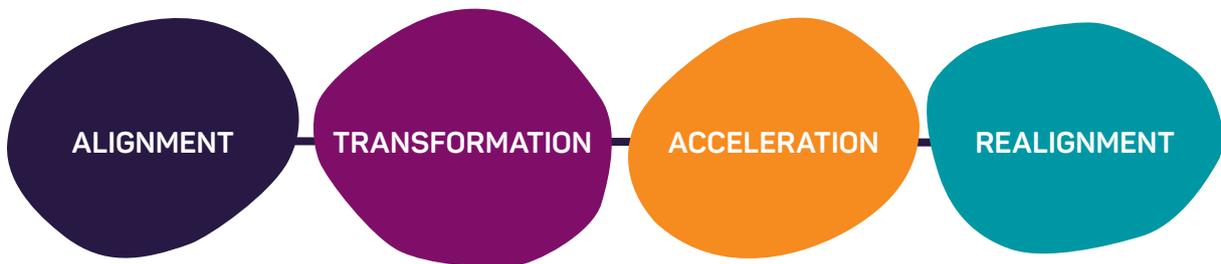
The strategy provides a coherent vision for our future across the major activities that lead to improved Aboriginal and Torres Strait Islander engagement and empowerment. It administers the right balance in increasing access, participation and success for Aboriginal and Torres Strait Islander peoples.

The NFSA believes in the power of trusted partnerships and innovation. Collaborating with other Aboriginal and Torres Strait Islander media and heritage organisations and communities are key.

The strategy gives an overview of activities to shift the NFSA from its current position to become a trustworthy partner for all Indigenous stakeholders, acclaimed for innovation, inclusiveness and success.

There are four processes to work through as part of the Indigenous Roadmap: Alignment, Transformation, Acceleration and Realignment.

The NFSA is currently in the process of Alignment and aims to complete this process by the end of 2021, then moving into the Transformation process to be achieved by the end of year 2023.



### ALIGNMENT

- > Statement of Reflection
- > Create Reconciliation Action Plans
- > Run Cultural Competency Workshops
- > Update Policies
- > Indigenous Cultural and Intellectual Property Protocols

### TRANSFORMATION

- > Identify all cultural material and create inventories for Indigenous communities
- > Create National Indigenous Staff networks
- > Create National Coordinated Programming
- > Amplify Truth Telling Exhibitions
- > Develop Indigenous education to employment opportunities
- > Champion Indigenous staff in leadership roles
- > Continue increasing Indigenous employment





During the process of achieving Alignment, key outcomes that will measure success will be a Statement of Reflection, NFSA Innovate RAP 2021–2023 implemented, ICIP Protocols implemented, Policy update and Alignment and Cultural Competency Framework in place and delivered. Outcomes also include those set against the five pathways to Indigenous Connections.

The Indigenous Strategy is the overarching framework which sets the Indigenous priorities of the organisation. Key Indigenous policies are informed by the Strategy and sit under the framework.

They include the NFSA Innovate RAP 2021–2023, NFSA Indigenous Employment, Retention and Development Strategy, NFSA Indigenous Stakeholder Engagement Strategy, NFSA Cultural Competency Framework and NFSA Indigenous Procurement Strategy.



## Pathways for Indigenous Connections at the NFSA

Our Strategy is to implement lasting change at the NFSA. We are using the 5 identified key elements for change from the Indigenous Roadmap as our pathways for Indigenous connections success at the NFSA.





The Table below set outs the pathways for Indigenous Connections and what the outcome of these pathways will look like at the NFSA. It makes clear which area of the NFSA will be responsible for driving these outcomes.

| <b>Reimagining Representation of Aboriginal and Torres Strait Islander Cultures</b> |   |                                       |
|---|---|---------------------------------------|
| <b>Focus Area</b>   | <b>Outcome</b>  | <b>Responsible Branch</b>             |
| Enable Indigenous voices to represent Australia's history                           | NFSA collection, website, programs and exhibitions reflects the diversity of Indigenous peoples, cultures, language, beliefs and histories  | Collection<br>Engagement              |
| Represent Indigenous Stories  | <ul style="list-style-type: none"> <li>› Ensure Indigenous perspectives are represented in exhibitions, public programs, education programs, web publishing and digital engagement projects</li> <li>› Co-design approach rather than only consultation with Indigenous peoples</li> <li>› Indigenous languages included throughout the NFSA buildings, website, programs and exhibitions</li> </ul>                          | Collection<br>Engagement<br>Corporate |
| Acknowledge Indigenous Knowledge  | Indigenous knowledge is accessible through the education programs delivered by NFSA   | Engagement                            |
| Centre and Amplify Indigenous Voices throughout the organisation                    | <ul style="list-style-type: none"> <li>› Indigenous themed exhibitions curated by Indigenous people</li> <li>› Increased use of Indigenous languages and Indigenous voices in the activities of the NFSA</li> <li>› Increased collaborations with Indigenous peoples at the early stage of design and concept to allow co-design on projects</li> </ul>   | Collections<br>Engagement             |
| Increase Indigenous Audiences   | <ul style="list-style-type: none"> <li>› Increased partnerships with Indigenous communities and opportunities for programming</li> <li>› Welcome to Country is standard protocol for all exhibitions and events</li> <li>› NFSA Indigenous Stakeholder Engagement Strategy implemented</li> <li>› Authentic and greater representation of Aboriginal and Torres Strait Islander representation on the NFSA website</li> </ul> | Engagement<br>Collection<br>Corporate |





## Embedding Indigenous Values, Knowledges and Perspectives

| Program   | Outcome  | Responsible Branch      |
|---|--|-------------------------|
| Support reconciliation and promote within organisation  | <ul style="list-style-type: none"> <li>› NFSA Innovate RAP 2021-2023 implemented</li> <li>› Indigenous focused working groups established</li> <li>› Reconciliation embedded into business strategies as 'business as usual'</li> <li>› NFSA RAP Working Group and RAP Champions Network established</li> </ul>  | Corporate               |
| Embed Indigenous Cultural and Intellectual Property (ICIP) Protocol                             | <ul style="list-style-type: none"> <li>› ICIP Working Group established</li> <li>› ICIP resources developed and training delivered for NFSA staff to apply ICIP</li> <li>› NFSA ICIP Guideline implemented</li> <li>› NFSA Culturally Restricted Material Management Strategy implemented</li> </ul>   | Collection<br>Corporate |
| Integrate Indigenous values in NFSA policies  | <ul style="list-style-type: none"> <li>› Informed NFSA Indigenous policies will align with NFSA Indigenous Strategy</li> <li>› Indigenous values, knowledge and perspectives embedded into NFSA organisational values, behaviours and practice.</li> </ul>   | Corporate               |
| Integrate Indigenous perspectives in programming, exhibitions, digital engagement and education | <ul style="list-style-type: none"> <li>› All exhibitions and programs which feature Indigenous content include Indigenous knowledges and perspectives</li> <li>› Interpretation policy for working with Indigenous Cultural material developed</li> <li>› Indigenous engagement is included in strategic and corporate plans and budget               <ul style="list-style-type: none"> <li>› Budget allocated for Indigenous Engagement</li> <li>› Annual Report features Indigenous Engagement</li> <li>› Identified Indigenous positions allocated across the organisation</li> <li>› Cultural exchange programs implemented</li> <li>› Co-design Indigenous education programs with Indigenous educators and knowledge holders</li> </ul> </li> </ul> | Engagement<br>Corporate |
| Include Indigenous people in Governance of the organisation                                     | <ul style="list-style-type: none"> <li>› Indigenous representation on NFSA Board</li> <li>› Remunerate Indigenous Connections Committee Members</li> </ul>   | Corporate               |
| Focus on Cultural Safety  | <ul style="list-style-type: none"> <li>› Cultural Safety practices adopted into NFSA Governance Frameworks</li> <li>› Cultural Safety practices for working in the NFSA developed and implemented.</li> </ul>  | Corporate               |



|  |  |                         |
|--|--|-------------------------|
| Build an Indigenous Culturally Competent Workforce | <ul style="list-style-type: none"> <li>› APS Cultural Capability Framework Training implemented</li> <li>› National Reconciliation Week and NAIDOC activities participation</li> <li>› Relationships built with local Indigenous communities to provide Cultural Competency training and cultural immersion</li> <li>› A workforce that has a greater level of understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and philosophies.</li> <li>› All NFSA employees undertake cultural competency training               <ul style="list-style-type: none"> <li>› Aboriginal and Torres Strait Islander cultural training schedule developed for staff to access</li> </ul> </li> </ul> | Corporate               |
| Create welcoming spaces for Indigenous People      | <ul style="list-style-type: none"> <li>› Acknowledgement of Country signage displayed in all NFSA Office locations</li> <li>› Local Indigenous Language used to welcome visitors</li> <li>› Indigenous spaces allocated for Indigenous peoples to visit cultural collections</li> <li>› Indigenous Community spaces available</li> <li>› Indigenous Identified positions on the Front Desk</li> <li>› Indigenous Identified Educators and Programmers</li> </ul>   | Engagement<br>Corporate |

### Increasing Indigenous Opportunity

| Program   | Outcome  | Responsible Branch                     |
|---|--|--|
| Increase Indigenous Employment, Retention and Development | <ul style="list-style-type: none"> <li>› Indigenous Employment Retention and Development Strategy implemented</li> <li>› Indigenous employment and retention increased</li> <li>› Preferred employer of choice for Aboriginal and Torres Strait Islander archive professionals</li> <li>› Indigenous Identified roles created across the NFSA</li> <li>› Indigenous Internships and Traineeships available</li> <li>› Aboriginal and Torres Strait Islander employment objectives included in all significant NFSA strategies and project plans</li> </ul> | Corporate                              |
| Elders and Indigenous Cultural Advisors                   | <ul style="list-style-type: none"> <li>› Network of Elders and Indigenous Cultural Advisors established to help devise, plan, curate and implement Indigenous projects</li> <li>› Remunerate Elders and Indigenous Cultural Advisors for their service and knowledge</li> </ul>  | Collection <br>Engagement<br>Corporate |
| Procure Indigenous Organisations for Goods and Services   | <ul style="list-style-type: none"> <li>› Indigenous procurement policy implemented</li> <li>› Targets met for increasing Indigenous procurement</li> <li>› Directory of Indigenous professionals and organisations developed to enable an Indigenous perspective</li> </ul>  | Corporate                              |





## Two-Way Caretaking of Cultural Material

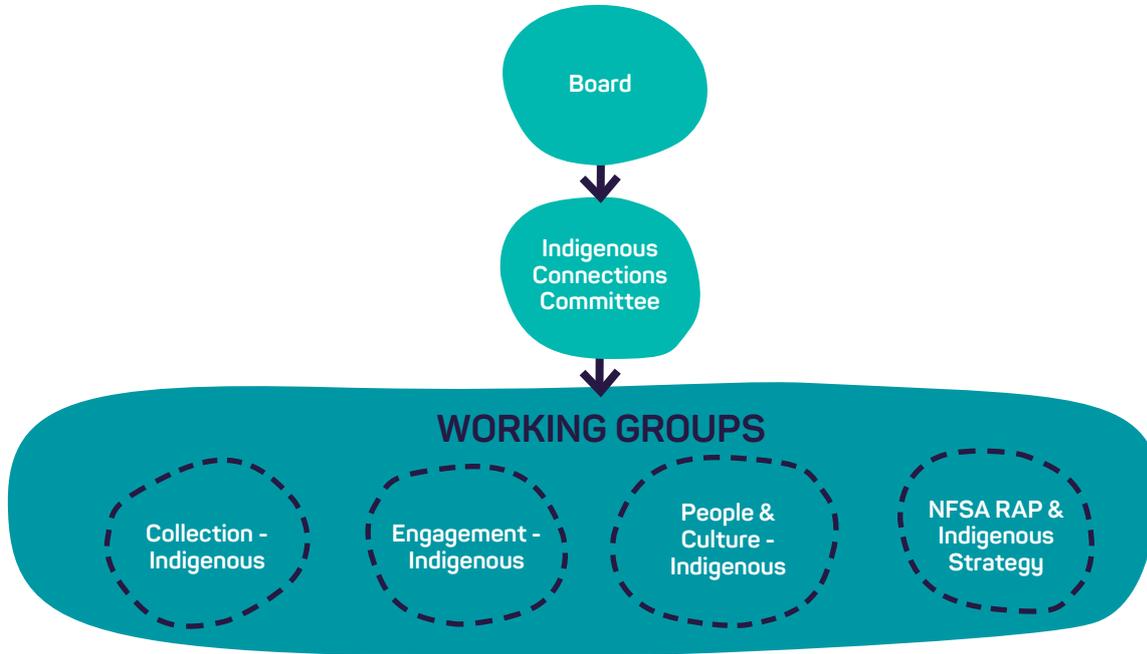
| Program                                   | Outcome   | Responsible Branch                                    |
|---|---|---|
| Digital Preservation of Cultural Material | <ul style="list-style-type: none"> <li>› Digital Repatriation to Indigenous Custodians</li> <li>› Indigenous Knowledge holders set management protocols of restricted collection materials.</li> <li>› Indigenous Communities have control over their own cultural collections which results in cultural revitalisation and stronger relationships</li> </ul>                               | Collection<br>Digitisation<br>Collection<br>Corporate |
| On-site Digitisation for Communities      | <ul style="list-style-type: none"> <li>› Black Van Project – mobile digitisation lab</li> <li>› Support Indigenous Media Organisations and other Indigenous Community Archive/Centres through remote learning and webinars delivered by NFSA staff experts</li> </ul>   | Collection<br>Digitisation<br>Corporate               |
| NFSA Collection Development               | <ul style="list-style-type: none"> <li>› An audio-visual collection of Aboriginal and Torres Strait Islander cultures, language, story and song that is rich in diversity and true representation of Indigenous Australia.</li> <li>› Indigenous Australia content is a collecting priority for the 2020-2023 period.</li> </ul>  | Collection  |
| Partnerships                              | <ul style="list-style-type: none"> <li>› Collaborations with Indigenous Communities and the NFSA working together on programming and understanding collections is standard practice</li> <li>› Relationship Agreements in place with Indigenous Stakeholders</li> <li>› Database of Indigenous stakeholders, cultural practitioners, educators and audiovisual artists developed</li> </ul> | Collection<br>Engagement                              |

## Connecting with Indigenous Communities

| Program   | Outcome   | Responsible Branch  |
|---|---|---|
| Outreach Programs and Collaborations with Communities | <ul style="list-style-type: none"> <li>› Black Screen Program redeveloped including collaborations with Indigenous filmmakers and communities</li> <li>› Outreach Program established for Indigenous Media Organisations and other Indigenous Community organisations to learn and gain skills in audio-visual archiving.</li> <li>› Intergenerational Cultural Programs delivered</li> <li>› Indigenous Stakeholder Engagement Strategy implemented</li> <li>› Access to the NFSA collection by Aboriginal and Torres Strait Islander peoples and communities increased</li> </ul> | Corporate<br>Collection<br>Collection<br>Digitisation<br>Engagement |
| Repatriation  | <ul style="list-style-type: none"> <li>› Indigenous Cultural Repatriation policy developed and implemented which includes return of belongings and repatriation of digital files</li> <li>› National Indigenous Spaces provided support through professional support and training and resources.</li> </ul>   | Collection  |



## GOVERNANCE FRAMEWORK



The NFSA Indigenous Connections Committee is an advisory committee to the NFSA Board to provide advice on the development and management of Aboriginal and Torres Strait Islander policy, projects and other strategic matters.

Key objectives of the Indigenous Connections Committee are to:

- > provide advice on and support the development of the NFSA Indigenous Strategy
- > provide a forum to discuss and progress issues relating to the NFSA's Indigenous collection, programs and exhibitions, and connect the NFSA with Aboriginal and Torres Strait Islander communities, artists and practitioners.

Members of the Indigenous Connections Committee also contribute to 4 NFSA working groups as Indigenous Cultural Advisors. This is a way for us to work together to embed indigenous perspectives in our day to day operations.

### References:

Terri Janke, *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries*, Australian Museums and Galleries Association, 2018

Terri Janke, *First Peoples and Australian Museums and Galleries: A report on the engagement of Indigenous Australians in the Museum and Galleries sector*. Written for the Australian Museums and Galleries Association, 2018

International Council on Archives Expert Matters Indigenous Group, *Tandanya – Adelaide Declaration*, 2019

UN General Assembly, *United Nations Declaration on the Rights of Indigenous Peoples: resolution/adopted by the General Assembly*, 2 October 2007

This Strategy covers a three-year period and is a 'living document' that will be updated quarterly and/or as required to reflect any significant changes in our priorities, policies, resources, workflows and infrastructure. It is an internal business document and not for broad circulation outside the organisation. The NFSA Indigenous Strategy 2020–2023 is our public facing document.





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