

NFSA INNOVATE

Reconciliation Action Plan
JUNE 2022 – JUNE 2024



COVER

Cover image: Still Our Country

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National Film and Sound Archive of Australia

RECONCILIATION ACTION PLAN

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**RECONCILIATION
ACTION PLAN**

INNOVATE

ACKNOWLEDGEMENT OF COUNTRY

The National Film and Sound Archive of Australia 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.

NATIONAL FILM AND SOUND ARCHIVE OF AUSTRALIA VISION FOR RECONCILIATION

Our vision is to be a trusted custodian of Aboriginal and Torres Strait Islander cultural heritage, empowering Australia's First Peoples to keep the pathways to their Ancestors alive.

As a national collecting institution, we preserve a vast collection of works made about, and created by, Aboriginal and Torres Strait Islander peoples. Thousands of years of living culture, contained in moving images and sounds recorded using a variety of technological formats over the last 125 years.

We don't own this collection. We are its custodians; facilitators who aspire to help preserve and share the audiovisual memories of the First Australians, while embedding Aboriginal and Torres Strait Islander peoples' knowledge and perspectives into our own values, behaviours, and practice.

We are mindful of the colonial origin and inherent bias in the practices of galleries, archives, libraries, and museums. Today, we seek to engage with Aboriginal and Torres Strait Islander communities to better understand how the NFSA can best support their self-identified outcomes, priorities and needs.

As a major cultural destination, both in Canberra and online, we are committed to sharing Aboriginal and Torres Strait Islander stories with large audiences around Australia and the world. Public programs and exhibitions, web and social channels, media coverage and digital engagement projects - we want to incorporate Aboriginal and Torres Strait Islander perspectives into everything we do and use our platforms to help amplify Aboriginal and Torres Strait Islander voices.

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MESSAGE FROM THE CEO

Patrick McIntyre
NFSA CEO AND RAP CHAMPION

The NFSA acknowledges the power of the stories in our collection to foster greater understanding, engagement, communications and respect between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

This RAP reflects the commitment of the NFSA to deliver on our responsibility, and explore opportunities, to support truth telling as part of our dedication to Reconciliation. I am proud of the work the NFSA does to bring Aboriginal and Torres Strait Islander peoples' priorities and stories to the forefront of everything we do.

At the heart of the NFSA collection are the cultures and histories of First Nations People. The NFSA does not own this collection but rather acts as a custodian. We aim to build new ways of working with communities to enable the preservation and access of audiovisual material so that First Nations people can share their truths and culture through storytelling.

I look forward to continuing our work in helping to collect, preserve and share the powerful stories of Australia's First People in the NFSA collection.



MESSAGE FROM THE CHAIR NFSA INNOVATE RAP 2022–2024

Caroline Elliott
NFSA Chair

I am delighted that the NFSA continues its commitment to Reconciliation through the second NFSA Innovate RAP. This plan builds on the NFSA's journey towards reconciliation and seeks to empower staff to take ownership of reconciliation in their work and everyday life.

The NFSA is a trusted custodian of Aboriginal and Torres Strait Islander cultural heritage with a collection that includes significant recorded sound, film, broadcast and new media that is representative of cultures, language, story and song. I am excited that the NFSA collection is being accessed and interpreted by First Nations People to offer an authentic and contemporary vision of Australia.

The NFSA RAP seeks to foster a genuine understanding and appreciation for the aspirations of Aboriginal and Torres Strait Islander communities and traditional owners. The NFSA will continue to amplify the voice of First Nations People and work with communities to digitise and repatriate collections to support the revitalisation of languages and cultures building on the work we have done with the Central Australian Aboriginal Media Association and the Strehlow Research Centre.

This RAP sets out the practical steps for how, as an organisation, we can work towards reconciliation and what we hope to collectively achieve.



MESSAGE FROM THE INDIGENOUS CONNECTIONS COMMITTEE CHAIR

Catherine Liddle

NFSA Indigenous Connections
Committee Chair

As the Chair of the NFSA Indigenous Connections Committee I am pleased to endorse the NFSA's Innovate Reconciliation Action Plan for 2022–24. The RAP reinforces the NFSA's commitment to changing its internal culture and shifting the way that it works. RAP's create a different level of accountability, one which the organisation can be held to by Reconciliation Australia.

First Nations people have long understood the need to record and preserve our stories and our voices. Working through its RAP the NFSA has the opportunity to help do this in a way that is culturally safe and culturally aware. It's a way of working that seeks to share expertise, to listen to different voices and to promote through public programming our journeys, challenges and aspirations as captured by the lens of our brilliant Aboriginal and Torres Strait Islander creatives, producers and industry practitioners.



CEO STATEMENT RECONCILIATION AUSTRALIA

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends National Film and Sound Archive of Australia on the formal endorsement of its second Innovate Reconciliation Action Plan.

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. National Film and Sound Archive of Australia continues to be part of a strong network of more than 1,100 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 National Film and Sound Archive of Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to National Film and Sound Archive of Australia 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 National Film and Sound Archive of Australia 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, National Film and Sound Archive of Australia will ensure shared and cooperative success in the long-term.

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

Congratulations National Film and Sound Archive of Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

OUR BUSINESS

The vision of the NFSA is to empower Australians to connect with our living memories, to tell our stories and shape our futures.

Headquartered in Canberra, the NFSA has offices in Sydney and Melbourne. As of June 2022, we employ 167 experts dedicated to fulfilling our mission: to collect, preserve and share Australia's vibrant and diverse audiovisual culture as embodied by our evolving collection - reflecting who we were, who we are, and who we want to be. At present, the NFSA employs one individual who identifies as an Aboriginal and/or Torres Strait Islander person.

At over 3 million items, the NFSA collection transforms audiovisual formats into 'living memories' – the many facets of Australia's people, cultures, ideas, and beliefs, both over time and across the land. The collection invites all Australians to connect, no matter their background and life experiences, and find common ground and a shared sense of community. All can access it to celebrate our cultures and learn from our history to build a better future.

The NFSA collection reaches millions of people every year. Tens of thousands visit us in Canberra to take part in our public and education programs and exhibitions. Thousands more enjoy our touring exhibitions around Australia and see items from the collection, on loan to other institutions. Our restorations and retrospectives screen at the most prestigious festivals in Australia and overseas. Millions around the world connect with us through our website and social channels, and enjoy films, documentaries, and other AV content featuring a piece of history preserved by us. Many more hear from us in the news, as broadcast, print and online media discuss our latest works.

We operate within the media and cultural industries, working with everyone from Netflix to independent artists producing installations for regional galleries. The collection grows every day, to capture a representative sample of Australian creativity. We innovate to deliver value to the Australian public, and to respond to their increasingly greater appetite for information, culture, and entertainment.

OUR RAP

‘Through this RAP we acknowledge the position of power the NFSA holds as a cultural institution and the need for a shift to incorporate Aboriginal and Torres Strait Islander values and ways of remembering and celebrating their cultures into our daily activities.’ (NFSA RAP Survey 2020).

When the NFSA launched our inaugural Innovate Reconciliation Action Plan in 2018, it was a moment of celebration. We had formalised our commitment. Staff quickly embraced the notion that, at the NFSA, reconciliation is everyone’s business.

This was not, however, the beginning of our journey. Since our foundation in 1984, the NFSA has been working closely with Aboriginal and Torres Strait Islander creatives, institutions, and communities. Contributing to reconciliation from our unique position as the national collecting institution charged with protecting Australia’s audiovisual heritage is our duty, and a great responsibility.

To lead the NFSA’s commitment to the RAP during its development, the Chief Executive Officer was appointed to be the NFSA RAP Champion, charged with driving and championing internal engagement and awareness of the RAP on behalf of the agency.

To support the duties and responsibilities of the NFSA RAP Champion, the NFSA established the Indigenous Connections Committee (ICC) in May 2017, comprised of external Aboriginal and Torres Strait Islander representatives and members of the NFSA Board.

The ICC provide advice on the development and management of Aboriginal and Torres Strait Islander policies, projects, and other strategic matters, including the NFSA Indigenous Strategy and discussions pertaining to the NFSA’s Aboriginal and Torres Strait Islander collection, programs and exhibitions. The ICC aims to connect the NFSA with Aboriginal and Torres Strait Islander communities, artists, and practitioners to build cultural understanding, and to showcase the stories and work of Aboriginal and Torres Strait Islander peoples, both nationally and internationally.

To continuously foster and drive the governance and delivery of the RAP and its major outcomes, the NFSA established the NFSA RAP Working Group (RAP WG), comprised of NFSA staff representatives from all major business areas of the agency.

Led by the NFSA RAP Working Group Chair, the RAP WG meet bi-monthly to discuss and develop agency-wide actions and initiatives towards reconciliation, work closely with members of the ICC and the NFSA Executive team to explore opportunities for enhanced engagement and celebration of Aboriginal and Torres Strait Islander peoples, and to ensure timely delivery of all RAP deliverables.

In the years since our first RAP was implemented, we’ve further integrated our Indigenous Connections commitments into our ‘business as usual’, including authentic engagement and representation through NFSA core activities, acknowledgement of Aboriginal and Torres Strait Islander cultures and custodial rights and interests, and ensuring NFSA alignment with the cultural directions and a genuine understanding and appreciation for the aspirations of Aboriginal and Torres Strait Islander communities and traditional owners.

We’ve also launched a number of major policies pertaining to our reconciliation commitments:

- > Our Indigenous Strategy 2020-2023, setting out our mandate to pursue outcomes that bring Aboriginal and Torres Strait Islander peoples’ priorities to the forefront of everything that the NFSA does, and building confidence in our ongoing work with Aboriginal and Torres Strait Islander communities, stakeholders, and the collection through inclusivity, trustworthiness, and respect.
- > Our Indigenous Cultural and Intellectual Property (ICIP) Protocols, setting out our commitment to respecting Aboriginal and Torres Strait Islander peoples, cultures, and heritages in all uses of Aboriginal and Torres Strait Islander collection materials, guided by principles of self-determination, consultation and negotiation, confidentiality, interpretation, attribution, and cultural integrity.
- > Our Indigenous Procurement Policy, promoting the opportunities and benefits in procuring through Indigenous businesses and small or medium enterprises, and setting out streamlined pathways to drive and maximise purchasing through these firms.

- > Fully incorporated our work with Aboriginal and Torres Strait Islander peoples into our new Strategic Priorities and Corporate Plan.

We are proud to share and celebrate Aboriginal and Torres Strait Islander cultures and achievements in our internal newsletter 'Yumalundi', as well as a number of internal communication pathways available to all staff such as our Indigenous Resource Hub, internal Yammer board 'Indigi Share', and through social activities such as the bi-monthly NFSA Reconciliation Film Club. Since the advent of these communication and discussion tools and activities, the NFSA have seen a substantial increase in staff actively engaging, discussing, and reflecting on Aboriginal and Torres Strait Islander cultures.

We've delivered key projects, such as:

- > *Mervyn Bishop: Australian Photojournalist* opened at the NFSA in Canberra from March to August 2021. The exhibition, dedicated to the work of the artist who captured key moments in 20th century history, was curated by Art Gallery of New South Wales Curator of Aboriginal and Torres Strait Islander art Coby Edgar, in collaboration with NFSA Curator Tara Marynowsky and Mervyn Bishop himself.
- > In a world first for audiovisual archives, we preserved Cathy Freeman's historic Sydney 2000 Olympic win on synthetic DNA.
- > We relaunched *12 Canoes*, and launched the *Carriberrie Online* experience – which won Best Program Website and Best in Show: Multimedia at the Museums Australasia Multimedia & Publication Design Awards (MAPDA). Several collections dedicated to iconic artists such as Archie Roach and David Gulpilil were published on our website, generating social engagement and media interest.
- > We've progressed our digital preservation work on the Central Australian Aboriginal Men's Audio Collection, held by the Strehlow Research Centre. The Traditional Owners guided the protocols to manage restricted sacred collection materials, which have been digitally repatriated and, we hope, will encourage cultural revitalisation.
- > We are also working closely with the Central Australian Aboriginal Media Association (CAAMA) to accession and digitise their archival collection.
- > Detailed case studies are available in our [Annual Report](#).

We also conducted our inaugural RAP survey, asking participants what impact they believe the NFSA's actions towards reconciliation have had, however they have been engaged and contributed to date, and what more can be done to enhance engagement and outcome realisation. With a 60% participation rate, it revealed that:

- > 92% believed that the NFSA RAP has had a positive impact on Australian society, our audience, and our staff.
- > 76% felt that they have personally contributed to the objectives of the NFSA RAP. They were particularly proud about our special projects (63%), cultural competency training (56.9%), Indigenous Strategy (49%), and staff events (40.51%). Those who completed online training saw the course as both a contribution to RAP outcomes, and an important personal growth/development opportunity.
- > Out of those who said they contributed, 50% didn't know how to become involved and 25% thought the RAP doesn't relate to their day-to-day work. This highlighted the importance of full integration of the RAP with our business planning, and the need for all teams to own the deliverables and in the RAP, rather than just managers. Additionally, 62% of staff said they wanted to be involved in the development of the new RAP.

All these learnings, in addition to other opinions and suggestions from staff, have been integrated into this Innovate RAP 2022–2024. We are ready for the next phase in our journey.

RELATIONSHIPS

There would be no NFSA collection without solid relationships with the people and communities whose cultures and stories we preserve. Trust and communication are essential to maintain our connection with Aboriginal and Torres Strait Islander creatives, and communities and institutions around Australia.

We believe in two-way caretaking of cultural materials and aim to build new ways of working together.



RELATIONSHIPS

Focus area: Relationships aligns with our Strategic Priorities Collect and Connect, Innovate and Collaborate, and Foster and Lead, and the Indigenous Strategy pathways *Two-Way Caretaking of Cultural Material* and *Connecting with Indigenous Communities*.

Action	Deliverable	Success Measures	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Consultation with local Aboriginal and Torres Strait Islander leaders, organisations, and communities to clearly document and agree upon guiding principles.	June 2022	Senior Manager, Indigenous Programs
	1.2 Develop and implement the NFSA Indigenous Community Engagement Strategy.	Consultation process undertaken, strategy drafted, approved, published, and implemented.	June 2022	Senior Manager, Indigenous Programs
	1.3 Increase our community engagement with two collaborative projects or events informed by the NFSA Indigenous Community Engagement Strategy, per financial year starting in 2022–2023.	Committing to two projects per financial year, with Aboriginal and Torres Strait Islander communities, individuals and/or organisations.	June 2023	Chief Engagement Officer
	1.4 Share our audiovisual archiving expertise to support preservation of Aboriginal and Torres Strait Islander materials held by other organisations and communities.	Completion of the Central Australian Aboriginal Men's Collection digitisation project, providing a template for future digital repatriation programs. Assess models for supporting community digitisation projects.	June 2023	Head of Collection
	1.5 Embed the NFSA Collection Policy and Indigenous Cultural and Intellectual Property Protocol in all NFSA activities, to guide the development and usage of Aboriginal and Torres Strait Islander collections.	Collection Policy and ICIP protocols reviewed and implemented in all collection, access, and engagement activities, as well as project management templates and workflows. ICIP training provided to staff.	September 2022	Head of Collection

RELATIONSHIPS

Focus area: Relationships aligns with our Strategic Priorities Collect and Connect, Innovate and Collaborate, and Foster and Lead, and the Indigenous Strategy pathways Two-Way Caretaking of Cultural Material and Connecting with Indigenous Communities.

Action	Deliverable	Success Measures	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	<i>Inclusion of NRW resources in internal newsletter Yumalundi; managers to discuss the material in their team meetings, focusing on annual theme and Reconciliation efforts at NFSA. Internally promote the NFSA's existing reconciliation-focused social activities and training opportunities, and emphasise staff participation using the internal communication and discussion tools.</i>	May 2023 May 2024	Chair, RAP Working Group
	2.2 RAP WG members, including the RAP Champion, to participate in an external NRW event. Encourage and support staff to participate in an external NRW event.	<i>The RAP Champion, the full RAP WG, and 10% of NFSA staff participate in the nominated event.</i>	27 May – 3 June 2023 May – June 2024	Chair, RAP Working Group
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<i>Communication and advice to staff and senior leaders about specific external events, qualified by confirmation of event attendance.</i>	27 May – 3 June 2023 May – June 2024	Chair, RAP Working Group
	2.4 Organise at least one NRW public program event each year.	<i>NRW events are planned, promoted, and delivered; performance (attendance, traffic, engagement, etc.) is assessed to inform following year's content choices.</i>	27 May – 3 June 2023 May – June 2024	Chief Engagement Officer
	2.5 Support a minimum of one external NRW event through our Black Screen program.	<i>NFSA Black Screen content is presented, free of charge, as part of Aboriginal and Torres Strait Islander-driven NRW community events.</i>	27 May – 3 June 2023 May – June 2024	Senior Manager, Indigenous Programs
	2.6 Register all our NRW events on Reconciliation Australia's <u>NRW website</u> .	<i>NRW website is incorporated into marketing and communications plan for relevant NFSA events and offerings.</i>	May 2023 May 2024	Chief Engagement Officer

RELATIONSHIPS

Focus area: Relationships aligns with our Strategic Priorities Collect and Connect, Innovate and Collaborate, and Foster and Lead, and the Indigenous Strategy pathways *Two-Way Caretaking of Cultural Material* and *Connecting with Indigenous Communities*.

Action	Deliverable	Success Measures	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence as a national collecting institution operating in the audiovisual media industry.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	<i>Innovate RAP 2022-2024 is launched in an All Staff meeting, complemented by supporting materials (one-pager, infographics, etc.), followed by team meetings hosted by RAP WG to ensure all teams understand their respective deliverables.</i> <i>Annual RAP survey delivers at least 50% staff participation, showing high levels of staff understanding, participation and engagement with NFSA's RAP.</i>	November 2022 November 2023	Chair, RAP Working Group
	3.2 Communicate our commitment to reconciliation publicly.	<i>Develop and maintain a dedicated Indigenous Connections page on our public website, including relevant documentation (strategies, policies, RAP, etc.).</i> <i>Inclusion of relevant aspects of our RAP and Indigenous Strategy and work in speeches, presentations, media releases, media interviews, etc.</i> <i>Inclusion of Indigenous Connections Key Performance Indicators (KPIs) in our Corporate Plan, with accountability to results as reported to Government and published in our Annual Report.</i>	December 2023	Chief Engagement Officer
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	<i>NFSA co-designing and collaborating with Aboriginal and Torres Strait Islander artists to drive public engagement and awareness of Aboriginal and Torres Strait Islander cultures through audiovisual mediums.</i> <i>NFSA works with communities and Aboriginal and Torres Strait Islander copyright holders, to continue offering the Black Screen program.</i> <i>Black Screen reaches an audience of 5,000 every year.</i>	December 2023	Senior Manager, Indigenous Programs
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	<i>NFSA RAP WG representatives to participate in the Australian Reconciliation Convention, as well as other Reconciliation Australia-led events.</i>	November 2023	Chair, RAP Working Group

RELATIONSHIPS

Focus area: Relationships aligns with our Strategic Priorities Collect and Connect, Innovate and Collaborate, and Foster and Lead, and the Indigenous Strategy pathways *Two-Way Caretaking of Cultural Material* and *Connecting with Indigenous Communities*.

Action	Deliverable	Success Measures	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provision, and future needs.	<i>Review the NFSA's Anti-Discrimination, Harassment and Bullying Policy 2014, and related Managing Incidents of Discrimination, Harassment and Bullying Procedure, incorporating changes in best practice, and through learned and shared experiences.</i>	June 2022	Senior Manager, People & Culture
	4.2 Develop, implement and communicate an anti-discrimination policy for the NFSA.	<i>Update and expand upon the NFSA's Anti-Discrimination, Harassment and Bullying Policy 2014, and other associated procedure documentation.</i>	July 2023	Senior Manager, People & Culture
	4.3 Engage with Aboriginal and Torres Strait Islander staff and ICC members to consult on Anti-Discrimination, Harassment and Bullying Policy update.	<i>Senior Manager, Indigenous Programs and ICC are key stakeholders consulted in the Anti-Discrimination, Harassment and Bullying Policy 2014 review.</i>	March 2022	Senior Manager, People & Culture
	4.4 Develop an internal communications and training plan to support implementation of the updated Anti-Discrimination, Harassment and Bullying Policy 2014, and educate all staff (and senior leaders) on the effects of racism.	<i>All staff participate in a dedicated anti-discrimination, harassment and bullying training session. Updated policy is promoted on all internal communications channels with one-pager poster placed at all NFSA offices.</i>	August 2022	Senior Manager, People & Culture

RESPECT

The NFSA seeks to understand our responsibilities and opportunities to further truth telling and celebrate the survival and achievements of Australia's First Peoples – past, present and emerging.

We believe that Aboriginal and Torres Strait Islander cultures and histories are at the heart of the NFSA collection. They are essential in Australia's reconciliation journey, as well as invaluable in the ongoing cultural sustainability and sense of identity and pride for contemporary Aboriginal and Torres Strait Islander peoples and communities. We respect Aboriginal and Torres Strait Islander peoples' right to cultural self-determination, to control how they're represented and how Aboriginal and Torres Strait Islander audiovisual heritage should be managed.



RESPECT

Focus area: Respect aligns with our Strategic Priorities Engage and Celebrate, Educate and Empower, Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathways *Reimagining Representation of Aboriginal and Torres Strait Islander Cultures* and *Embedding Aboriginal and Torres Strait Islander Values, Knowledges and Perspectives*.

Action	Deliverable	Success Measures	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within the NFSA.	NFSA Cultural Competency Framework developed, implemented, and communicated.	June 2022	Senior Manager, People & Culture
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Continued engagement of Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to expand learning opportunities in accordance with the learning strategy once developed and implemented, and thereafter.	September 2022 September 2023	Senior Manager, People & Culture
	5.3 Develop, implement and communicate a cultural learning strategy for our staff.	Implementation and staff-wide communication of the NFSA Cultural Learning Strategy.	December 2022	Senior Manager, People & Culture
	5.4 Provide opportunities for RAP WG members, HR managers and other key leadership staff to participate in formal structured cultural learning.	Informed by the NFSA Cultural Competency Framework, cultural competency training is offered to all staff, including RAP WG and Management team. Training program incorporates input from local Aboriginal and Torres Strait Islander communities, including cultural immersion and cultural exchange opportunities.	June 2023	Senior Manager, People & Culture

RESPECT

Focus area: Respect aligns with our Strategic Priorities Engage and Celebrate, Educate and Empower, Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathways *Reimagining Representation of Aboriginal and Torres Strait Islander Cultures* and *Embedding Aboriginal and Torres Strait Islander Values, Knowledges and Perspectives*.

Action	Deliverable	Success Measures	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	<i>Undertake whole of agency awareness of the significance of cultural protocols, Acknowledgement of Country and Welcome to Country protocols.</i>	December 2022 December 2023	Head of Collection
	6.2 Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	<i>NFSA Cultural Protocols and Use of Language guidelines developed and implemented. Acknowledgement of Country signage installed at NFSA sites.</i>	December 2022	Head of Collection
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	<i>Continue practice of inviting a local Traditional Owner or Custodian to provide Welcome to Country for significant events such as exhibition openings.</i>	December 2023	Chief Engagement Officer
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	<i>Continue practice of Acknowledgement of Country at the commencement of important meetings, and work with Traditional Owners and Custodians to understand suitability of other appropriate protocols where possible.</i>	December 2023	Head of Collection

RESPECT

Focus area: Respect aligns with our Strategic Priorities Engage and Celebrate, Educate and Empower, Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathways *Reimagining Representation of Aboriginal and Torres Strait Islander Cultures* and *Embedding Aboriginal and Torres Strait Islander Values, Knowledges and Perspectives*.

Action	Deliverable	Success Measures	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP WG members, including RAP Champion, to participate in an external NAIDOC Week event. Encourage and support staff to participate in an external NAIDOC Week event.	NFSA RAP Champion, 75% of NFSA RAP WG, and 10% of staff participate in nominated event(s).	July 2022 July 2023	Chair, RAP Working Group
	7.2 Review HR Policies and procedures to remove barriers to staff participating in NAIDOC Week.	Annual review of HR policies and procedures, matched with staff participation rates and staff survey results.	May 2023 May 2024	Senior Manager, People & Culture
	7.3 Mark NAIDOC Week with a minimum of one event for staff, one public program, and one online publishing outcome (web/socials) each year.	NAIDOC Week content will be planned, promoted, and delivered; performance (attendance, traffic, engagement) assessed to inform following year's content choices. Design the public program to provide opportunities for Aboriginal and Torres Strait Islander voices to participate through talks, introductions, and panel discussion. Develop policy to enable Aboriginal and Torres Strait Islander staff to attend NAIDOC Week events without impacting leave entitlements.	July 2023	Chair, RAP Working Group

RESPECT

Focus area: Respect aligns with our Strategic Priorities Engage and Celebrate, Educate and Empower, Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathways *Reimagining Representation of Aboriginal and Torres Strait Islander Cultures* and *Embedding Aboriginal and Torres Strait Islander Values, Knowledges and Perspectives*.

Action	Deliverable	Success Measures	Timeline	Responsibility
8. Showcase Aboriginal and Torres Strait Islander voices and stories	8.1 Showcase and reflect the diversity of Aboriginal and Torres Strait Islander peoples, cultures, language, beliefs and histories in the NFSA's public engagement output (public programs and exhibitions, education programs, web and social media, and digital engagement projects), consulting with the ICC and/or Aboriginal and Torres Strait Islander communities as required.	<p>Present at least one major Engagement project every two years, co-designed or co-curated with Aboriginal and Torres Strait Islander practitioners or communities (e.g., exhibition, touring program or digital engagement project).</p> <p>Present and promote a minimum of 12 public programs, and six online curated collections and/or Collection Stories and/or blogs per year, focusing on Aboriginal and Torres Strait Islander themes. These will be promoted via social channels and media stories.</p> <p>Deliver and make publicly available curriculum-aligned education resources (school programs, websites) on Aboriginal and Torres Strait Islander peoples online and on-site.</p> <p>Investigate and integrate Aboriginal and Torres Strait Islander perspectives in all public engagement efforts, regardless of the key themes, wherever inclusion is possible.</p>	June 2023	Chief Engagement Officer
	8.2 Showcase and promote truth telling through the creation of safe and inclusive public spaces, online and offline.	<p>Develop and publish event guidelines to ensure all public events are safe and inclusive spaces for robust discussion pertaining to, and in celebration of Aboriginal and Torres Strait Islander cultures.</p> <p>Develop and publish a Statement of Reflection – one of the 18 critical pathways in the Australian Museums and Galleries Association (AMaGA)'s First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries, by Dr Terri Janke.</p> <p>Invite Aboriginal and Torres Strait Islander peoples as guest spokespeople / writers / curators to share their experiences and stories directly with the NFSA audience – a minimum of four public programs featuring an Aboriginal and Torres Strait Islander guest, and two collections / blogs per year penned or curated by Aboriginal and Torres Strait Islander authors.</p> <p>Following consultation, and with support of the Head of Collection, publish and present onsite acknowledgement of the history of the NFSA's heritage building in Canberra and the impact of its previous occupant, the Australian Institute of Anatomy, on Aboriginal and Torres Strait Islander peoples.</p>	March 2023	Chief Engagement Officer

OPPORTUNITIES

We foster and lead our staff. We aim to be an employer of choice for Aboriginal and Torres Strait Islander peoples by enabling a culturally safe working environment, successful career progression, and the development of their unique skills, knowledge, perspectives, and passions.

We build connections with Aboriginal and Torres Strait Islander-owned businesses to establish mutually beneficial relationships and extend our pool of world-class suppliers and contractors. Our investment contributes to the sustainability of Aboriginal and Torres Strait Islander operations, and the diversification of the Australian economy.



OPPORTUNITIES

Focus area: Opportunities aligns with our Strategic Priorities Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathway *Increasing Indigenous Opportunity*.

Action	Deliverable	Success Measures	Timeline	Responsibility
9. Work with Aboriginal and Torres Strait Islander practitioners and communities in the ongoing development and usage of the NFSA collection.	9.1 Acquire a minimum of twelve audiovisual works by Aboriginal and Torres Strait Islander creatives per financial year - contemporary productions by established practitioners and companies.	<i>The NFSA continues to collect and highlight the ongoing work of Aboriginal and Torres Strait Islander professionals, and acquires relevant items either proactively, or via offers from the public, communities, etc. Additionally, archival works about Aboriginal and Torres Strait Islander peoples will also be collected.</i>	June 2023	Head of Collection
	9.2 Establish working relationships with a minimum of three emerging Aboriginal and Torres Strait Islander creatives per financial year – practitioners whose work was not previously represented in the NFSA collection.	<i>The NFSA engages with emerging talents to acquire Aboriginal and Torres Strait Islander work and leverage potential public engagement opportunities, raising our profile among Aboriginal and Torres Strait Islander practitioners as a safe, supportive collaborator.</i>	June 2023	Head of Collection
	9.3 Following ICIP protocols and copyright legislation, support the inclusion of Aboriginal and Torres Strait Islander material from the NFSA collection in third-party productions (factual/ fictional features and series, etc.), as requested by access clients.	<i>NFSA collection material is seen by audiences as part of new productions about Aboriginal and Torres Strait Islander histories and cultures; material is provided to clients following strict ICIP protocols and copyright legislation to ensure its safe and respectful use.</i>	June 2023	Head of Collection
	9.4 Encourage use of NFSA collection material to support innovation, storytelling, language revival and cultural sustainability, including one commission for an Aboriginal and Torres Strait Islander creative to use the NFSA collection to produce a new audiovisual work.	<i>One new audiovisual work is produced by an Aboriginal and Torres Strait Islander creative during the period covered by this RAP, with in-kind and financial support from the NFSA; the work is presented to audiences in Australia and/or internationally.</i>	December 2022	Head of Collection

OPPORTUNITIES

Focus area: Opportunities aligns with our Strategic Priorities Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathway *Increasing Indigenous Opportunity*.

Action	Deliverable	Success Measures	Timeline	Responsibility
	9.5 Improve the records of a minimum of five collection items per year.	<p><i>Cataloguing of selected titles is improved through consultation with communities and alignment with Aboriginal and Torres Strait Islander peoples' priorities and cultural practices.</i></p> <p><i>Improvements can include detailed/alternative synopsis or interpretation, information about context, cultural significance and access restrictions, identification of individuals, communities and languages, provenance, correction of biased/incorrect information, community response to the material, metadata, etc.</i></p> <p><i>This improvement may also be an outcome of cultural clearances performed as part of our work on collection access requests.</i></p>	June 2023	Head of Collection
	9.6 Consult with Aboriginal and Torres Strait Islander communities, organisations, and archivists to support archiving of Aboriginal and Torres Strait Islander peoples' audiovisual collections.	<p><i>Consultation process completed, and outcomes inform NFSA's archival practices – including identification and access to restricted materials, training needs, interpretation of cultural materials. This may also form the basis for a Repatriation Policy.</i></p> <p><i>Following this consultation, consider addition of an Open to Collaborate notice to the NFSA website (https://localcontexts.org/notice/open-to-collaborate/).</i></p>	December 2022	Head of Collection

OPPORTUNITIES

Focus area: Opportunities aligns with our Strategic Priorities Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathway *Increasing Indigenous Opportunity*.

Action	Deliverable	Success Measures	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	10.1 Build our understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	<i>Aboriginal and Torres Strait Islander staff Performance Management Development Plans (PMDP) are aligned with the NFSA Indigenous Employment and Retention Strategy, to ensure their professional growth and inform reviews of HR practices.</i>	July 2023	Senior Manager, People & Culture
	10.2 In consultation with Aboriginal and Torres Strait Islander staff and ICC, develop and implement an <i>Indigenous Employment and Retention Strategy</i> . This document complements the existing <i>NFSA Recruitment and Selection Policy</i> .	<i>NFSA Indigenous Employment and Retention Strategy is approved and implemented.</i>	June 2022	Senior Manager, People & Culture
	10.3 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	<i>Continue to advertise all job vacancies to effectively reach and encourage First Nations applications, including through dedicated recruitment channels intended to amplify exposure to Aboriginal and Torres Strait Islander candidates.</i>	June 2022 June 2023	Senior Manager, People & Culture
	10.4 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	<i>Continuous improvement of NFSA's recruitment practices, including potential barriers for Aboriginal and Torres Strait Islander in the review criteria</i>	June 2022	Senior Manager, People & Culture
	10.5 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	<i>A minimum of 3% of our overall workforce identify as Aboriginal and Torres Strait Islander peoples, with identified positions embedded across all branches.</i>	January 2024	Senior Manager, People & Culture

OPPORTUNITIES

Focus area: Opportunities aligns with our Strategic Priorities Innovate and Collaborate and Foster and Lead, and the Indigenous Strategy pathway *Increasing Indigenous Opportunity*.

Action	Deliverable	Success Measures	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Implement, deliver, and communicate with staff the <i>NFSA Indigenous Procurement Policy 2021</i> .	<i>NFSA Indigenous Procurement Policy 2021 included in agency-wide Procurement training.</i> <i>Successful procurement activities communicated via internal newsletter Yumalundi to further educate staff about opportunities with Aboriginal and Torres Strait Islander business.</i>	July 2022 January 2023 July 2023	Senior Manager, Procurement & Legal
	11.2 Investigate Supply Nation membership.	<i>Providing information about potential suppliers able to deliver upon known and anticipated procurement requirements in a Supply Nation newsletter, circulated and communicated to the NFSA Management team.</i>	July 2022 January 2023 July 2023	Senior Manager, Procurement & Legal
	11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	<i>Consultation of the Digital Marketplace (https://marketplace.service.gov.au/) for potential engagement of Aboriginal and Torres Strait Islander businesses for relevant ICT purchases.</i> <i>Undertake research of Supply Nation-listed organisations able to deliver upon key work responsibilities and functions of the NFSA, and develop an Indigenous Supplier Procurement Directory.</i> <i>Upgrade of NFSA's automated purchase order process to identify Aboriginal and Torres Strait Islander businesses for reporting processes, and standard text encouraging staff to consider Aboriginal and Torres Strait Islander businesses first for any purchases under \$200,000.</i>	June 2022	Senior Manager, Procurement & Legal
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	<i>Continuous improvement of NFSA's procurement practices, including potential barriers for Aboriginal and Torres Strait Islander businesses in the review criteria.</i>	July 2022 July 2023	Senior Manager, Procurement & Legal
	11.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	<i>An increase in total procurement investment to Aboriginal and Torres Strait Islander businesses.</i>	July 2022 January 2023 July 2023	Senior Manager, Indigenous Programs

GOVERNANCE

We are committed to the success of our Corporate Plan, Indigenous Strategy and RAP. We will allocate the necessary resources, monitor, and report our progress, and learn from our successes and challenges.



GOVERNANCE

Focus area: Governance aligns with our Strategic Priority Foster and Lead, and the Indigenous Strategy pathway *Embedding Indigenous Values, Knowledge and Perspectives*.

Action	Deliverable	Success Measures	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RAP WG) to drive governance of the RAP.	12.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP WG.	<i>The RAP WG maintains participation and representation of Aboriginal and Torres Strait Islander staff.</i>	July 2022 January 2023 July 2023	Chair, RAP Working Group
	12.2 Update Terms of Reference for the RAP WG.	<i>Terms of Reference updated, including the creation of roles with specific allocated responsibilities and KPIs.</i>	January 2023	Chair, RAP Working Group
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	<i>Bi-monthly meetings scheduled in advance. RAP WG Coordinator to drive ongoing RAP governance and deliverables.</i>	December 2023	Chair, RAP Working Group
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation.	<i>Ensuring that the RAP WG is sufficiently resourced, and that all responsible officers track and deliver upon their stated success measures. Ensure any resource and capability gaps are resolved by engaging with internal stakeholders and subject matter experts. RAP WG membership is maintained and reviewed; Indigenous Taskforce membership is maintained and regularly reviewed.</i>	July 2022 January 2023 July 2023	Chair, RAP Working Group
	13.2 Appoint and maintain an internal RAP Champion from senior management.	<i>The person occupying the role of NFSA Chief Executive Officer is appointed/re-appointed as the NFSA's RAP Champion.</i>	July 2022 January 2023 July 2023	Chief Engagement Officer
	13.3 Engage senior leaders to support and drive key RAP commitments.	<i>The NFSA Executive Team provide necessary support and coordination to the RAP Champion, with the Management team supporting the work of the RAP WG and the four Indigenous Taskforces.</i>	July 2022 January 2023 July 2023	Chief Engagement Officer
	13.4 Define and maintain appropriate systems to track, measure and report on RAP commitments.	<i>RAP WG continuously tracks progress, identifies risks and escalates issues. RAP reporting is delivered on time to the Executive team, the ICC, and staff (quarterly) and Reconciliation Australia (annually).</i>	February 2023 February 2024	Chair, RAP Working Group

GOVERNANCE

Focus area: Governance aligns with our Strategic Priority Foster and Lead, and the Indigenous Strategy pathway *Embedding Indigenous Values, Knowledges and Perspectives*.

Action	Deliverable	Success Measures	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	14.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<i>Questionnaire draws from ongoing RAP tracking report and is submitted to Reconciliation Australia before deadline.</i>	September 2022 September 2023	Chair, RAP Working Group
	14.2 Report RAP progress to staff, Board, and the ICC on a bi-monthly basis.	<i>Quarterly report presented to NFSA Board and the ICC, and published on the Indigenous Hub on the NFSA intranet.</i>	Aug. / Nov. 2022 Feb. / May. / Aug. / Nov. 2023 Feb. / May. 2024	Senior Manager, Procurement & Legal
	14.5 Publicly report our RAP achievements, challenges and learnings, annually.	<i>Inclusion of RAP results, achievements, challenges, learnings, in the NFSA's Annual Report.</i>	July 2022 July 2023	Senior Manager, Procurement & Legal
	14.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	<i>Workplace RAP Barometer is completed by staff.</i>	April 2024	Senior Manager, People & Culture
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing our new RAP 2024–2026.	<i>New RAP development begins six months before expiry of current RAP.</i>	July 2023	Chair, RAP Working Group

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