



NATIONAL FILM
AND SOUND ARCHIVE
OF AUSTRALIA



RECONCILIATION
ACTION PLAN

STRETCH

MARCH 2025 – FEBRUARY 2028

Stretch Reconciliation Action Plan

ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, the NFSA acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and the community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Message from the NFSA Chair



As steward of the national audiovisual collection, the NFSA has a unique responsibility toward First Nations peoples and a significant contribution to make to reconciliation. The collection includes tens of thousands of items by and about First Nations peoples from the early 20th century to today and continues to grow. The collection is an invaluable resource to reflect on our history, to better understand historical injustices and how they shape our present and future. It also holds much to celebrate, from acclaimed works by First Nations creatives to recordings of First Nations activists and trailblazers.

Our vision is to be a leader of reconciliation within the cultural sector and in the national conversation. Our Stretch Reconciliation Action Plan 2025-2028 outlines how we are building First Nations cultural capability to better understand our collection, champion First Nations voices, and care for First Nations materials in accordance with cultural protocols. We also aim to uplift capacity beyond the NFSA by delivering specialised training to First Nations organisations and individuals, and sharing knowledge with colleagues in the galleries, library, archives and museums sector.

Annette Shun Wah

Chair, NFSA Board

Message from the CEO



I am proud to present NFSA's Stretch Reconciliation Action Plan 2025-2028. Alongside our First Nations Engagement Strategy, this RAP sets out the actions we will take to strengthen our relationships with First Nations peoples and partners and to adopt practices that are culturally appropriate, respectful and contribute to reconciliation. It provides a framework to guide our work as well as ensuring accountability and transparency around our goals.

We are proud of our achievements under the NFSA Innovate RAP 2022-2024, which includes facilitating on-Country access to 20th century recordings of ceremonial customs and traditions to Central Australian Aboriginal Communities as well as establishing a First Nations Engagement team.

Over 2025-2028, we will continue to prioritise ensuring that First Nations knowledge held in the collection is visible and available to communities of origin for use in ongoing use in cultural practice. This work is led by our First Nations Engagement team, with the support of staff across the NFSA, and codesigned with our First Nations partners.

Patrick McIntyre

Chief Executive Officer, NFSA

Message from the First Nations Engagement Committee Chair



With the unanimous support of the First Nations Engagement Committee, I am pleased to endorse the NFSA's first Stretch Reconciliation Action Plan. A 'Stretch' RAP provides a higher level of accountability and commitment, which reflects the NFSA's role in collecting, preserving and sharing First Nations stories and voices and the significance of First Nations audiovisual heritage and contemporary practice. The adoption of a Stretch RAP also reflects the progress NFSA has made in its reconciliation journey in recent years through meaningful engagement with First Nations people and communities.

The NFSA's partnership with the Torres Strait Islander Media Authority, a key project under NFSA's Stretch RAP 2025-2028, is an example of codesign between NFSA and First Nations organisations and communities. The NFSA and TSIMA are working together to preserve and digitise TSIMA collection materials, facilitate the return of archived First Nations knowledge to its rightful Custodians, and develop local skills and expertise.

The Stretch RAP embeds reconciliation across all NFSA's activities. This is essential to ensure that NFSA is culturally safe for all First Nations staff and stakeholders and to leverage the NFSA's position as a leading cultural institution to promote and celebrate First Nations achievements and perspectives.

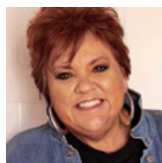
Our First Nations Engagement Committee looks forward to seeing the outcomes of NFSA's First Nations-led and informed initiatives and ongoing efforts to equip all NFSA staff with the cultural competency to work with and for First Nations peoples.

Kylie Bracknell

Nyungar

Chair, NFSA First Nations
Engagement Committee

FIRST NATIONS ENGAGEMENT COMMITTEE



Jodie Bell

Butchella and Jagera
CEO, Goolarri Media
Enterprises & Producer,
Ramu Productions



Professor Lyndon Ormond-Parker

Alyawarra
ARC Fellow, Centre for
Heritage and Museum Studies,
Australian National University



Aaron Fa'aoso

*Torres Strait Islands
(Zenadth Kes)*
Director, Producer,
Writer & Actor



Sachin Job

Film and
television actor



Tasha James

Wiradjuri
Manager, Indigenous
Collections & Community
Access, ABC Archives

CEO Statement

Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate the National Film and Sound Archive of Australia (NFSA) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), it's second RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As the primary custodian of Australia's audio-visual cultural heritage, the NFSA tells the national story by collecting, preserving and sharing audio-visual media. Reaching millions through the cultural experience platforms of our time, the NFSA's ability to progress reconciliation through historical education and cultural preservation cannot be understated.

Since beginning its RAP journey in 2018, the NFSA has focused on confronting and disentangling itself from its inherited institutional framework and colonial legacy. To accomplish this, it has worked to build the trust of Aboriginal and Torres Strait Islander peoples through co-designed and First Nations-led initiatives such as the Central Australian Aboriginal Digitisation Project. The scope of this and other NFSA RAP commitments, demonstrate an understanding that true reconciliation requires the confrontation of past prejudiced practices and their ongoing impacts, for today's commitments to be effective.

With this new RAP, NFSA continues to focus on building meaningful two-way relationships with Aboriginal and Torres Strait Islander peoples to effectively embed First Nations perspectives and voices across its activities. This will see the expansion of the First Nations Engagement Team and the development and preservation of culturally safe resources, spaces and practices.

With its deep self-reflection and focus on true partnership with Aboriginal and Torres Strait Islander peoples, NFSA has the potential to drive considerable reconciliation outcomes. On behalf of Reconciliation Australia, I commend National Film and Sound Archive of Australia on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer,
Reconciliation Australia

Our Vision for Reconciliation

Our vision for reconciliation

The National Film and Sound Archive of Australia's (NFSA's) vision is to be a leader of reconciliation within the cultural sector and in the national conversation. We are committed to working in partnership with First Nations peoples, communities and organisations to return First Nations knowledge from the collection to Country where it can strengthen knowledge transfer and the revitalisation of language and cultural renewal for generations to come.

We are the primary custodian of Australia's audiovisual cultural heritage, which includes

a vast collection of film, video, and audio recordings, documents and artefacts of national and international significance created by or about First Nations peoples. These materials demonstrate the continuing cultural and creative practices of First Nations peoples and are an important record of the diversity of First Nations cultures, languages, ceremonies, stories, and songs, spanning generations. Our priority is to work in partnership with First Nations peoples, communities and organisations to maximise the cultural value of the collection for Aboriginal and Torres Strait Islander peoples.

We seek to enact our vision for reconciliation by:

UNDERSTANDING OUR COLLECTION BETTER

It is a whole of organisation responsibility to understand the First Nations materials in our care. We have taken steps to do this by undertaking a collection audit, employing a First Nations curator dedicated to collection knowledge and applying new technologies such as the NFSA built AI search tool Bowerbird (used within NFSA's Indigenous Cultural and Intellectual Property Protocol guidelines).

LISTENING TO FIRST NATIONS PEOPLES

We are committed to listening to First Nations peoples across all aspects of our organisation. This includes our First Nations Engagement team creating connections between collection material and countries of origin; regular consultation with our First Nations Engagement Committee and scanning of publications, speeches and research papers to constantly learn and respond to new ideas in our field

SUPPORTING DIGITAL REPATRIATION

Collections can be digitised and returned to Country in forms that are readily searchable and usable by communities. The NFSA is a world leader in analogue to digital preservation and digitisation, and will support the digital repatriation of First Nations collection content to communities of origin.

EMBRACING CHANGE

We actively investigate new ideas and approaches, we welcome challenges, and we are energised by breaking down and rebuilding traditional Western practices to maximise the cultural value of the collection for First Nations peoples, and therefore supporting and promoting Aboriginal and Torres Strait Island culture and identity as the distinctive roots of our culture - for all Australians.

CULTURAL SAFETY

We seek to be an employer of choice for Aboriginal and Torres Strait Islander peoples by enabling a culturally safe working environment, career progression, and respect for our employee's knowledge, perspectives, and passions.

Through our physical and digital presence, we seek to celebrate First Nations cultural practices, inspire discussion, shift beliefs, encourage reflection, and bring together all Australians on a pathway to reconciliation. We endeavour to embed reconciliation in NFSA's culture and at the core of how we conduct our work.

As we embark on our first Stretch plan, we are optimistic about our reconciliation ambitions. Achieving these aims will require honest and ongoing conversations about inclusion and reconciliation at the NFSA, as part of our broader pledge to ensure that the agency, and its outputs, reflect the diversity of modern Australia.

Our Business

Our business

The National Film and Sound Archive of Australia (NFSA) tells the national story by collecting, preserving and sharing audiovisual media, the cultural experience platforms of our time. The NFSA's collection includes millions of items across a wide range of formats including film, video and audio recordings, video games and immersive digital media. As well as preserving these items for future generations, NFSA curators continue to grow the collection ensuring it provides an unbroken record of life and creativity in Australia.

Headquartered in Canberra, the NFSA has offices in Warrane (Sydney) and Naarm (Melbourne). As of June 2025, we employ 298 staff (251.5 FTE) centred around highly specialised roles. At present, the NFSA employs five individuals who identify as an Aboriginal and/or Torres Strait Islander person.

We are a reliable and established leader in the galleries, libraries, archives, and museums ('GLAM') sector, collaborating with national and international peer institutions on initiatives and sharing knowledge and capability. Specifically, we are world leaders in analogue to digital preservation and digitisation of audiovisual materials. We also operate within the media industries, where our role includes providing services to audiovisual content creators from independent artists to broadcasters, streaming services, and production companies. The education sector is another important external stakeholder; NFSA facilitates access to the collection for researchers, undertakes joint research projects, and delivers media literacy programs for students and the broader public.

We are an active participant in international industry networks and collaborate with organisations across the globe to showcase Australia audiovisual achievements and to advance the sector. Within our region, we work with our counterparts to increase capability and partner on digitisation and digital repatriation projects.

We are one of the country's most utilised cultural resources. We provide place-based experiences at our heritage headquarters in Acton, Canberra to tens of thousands of people each year. Our restorations and retrospectives screen at festivals and cultural organisations in Australia and overseas and we provide collection material for community screenings. Furthermore, audiences around Australia and internationally enjoy films, documentaries, and other AV content featuring a piece of history preserved by us.

In the digital age, the NFSA's wealth of stories captured in sounds and moving images will be increasingly available on demand across the country. We reach millions through our website and social channels. We want audiences to use our digital platforms for learning, inspiration and entertainment. We are investing in editorial, content and programming strategies to ensure that our storytelling reflects the diversity and cultural dynamism of contemporary Australia.

Our Reconciliation Action Plan

Our RAP

We are a national cultural organisation that collects and preserves distinct and diverse stories of the nation in audiovisual form and makes them available to Australians for learning and enjoyment.

Our contribution to reconciliation

The methodology of European-style institutions has not historically considered the impacts and on-going relationships connected to First Nations cultural materials and communities. Communities of origin have frequently not been consulted; provenance and cultural permissions are not always clear; and specificities around Country and language have not informed cataloguing decisions, hampering the ability to search and identify materials.

The NFSA was formed within this institutional framework and has inherited its legacy. This places reconciliation and engagement with Aboriginal and Torres Strait Islander cultures, peoples and organisations at the centre of our business.

To do this work effectively, we must understand our current collections better, unwinding decades of collecting and cataloguing practice, to learn about the more than 41,000 historical and contemporary works relating to Aboriginal and Torres Strait Islander peoples' heritage and cultures, held in the NFSA collection, and work to return the knowledge and stories contained in them to Country. This will make

collection items available for use in language and culture revitalisation and intergenerational knowledge transfer. To do this, the NFSA must work to build the trust of First Nations peoples and institutions, be led by and partner with them. We must work to be a safe and attractive workplace for First Nations individuals.

The NFSA launched its first Reconciliation Action Plan in 2018, establishing a long-term commitment to take demonstrable action to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. Since then, we have transformed our approach to engaging with First Nations communities and organisations and caring for materials of cultural significance for First Nations peoples.

Co-design

The Central Australian Aboriginal Digitisation Project was a pivotal project in the NFSA's reconciliation journey and one that we continue to learn from. The Project was a co-designed and led by senior men who established strict cultural protocols to preserve and digitise sacred and secret at-risk films and audio recordings from the Strehlow Collection, one of the most important collections relating to First Nations ceremonial life in the world. In 2022, with support from the Australian Government Indigenous Languages and Arts program, the NFSA purpose-built a digital access studio and transported it to Mparntwe (Alice Springs) and digitally returned the Strehlow Collection recordings.

The studio creates a culturally safe place on Country for local First Nations peoples to access digital versions of their audiovisual material.

Beginning in late 2023, our partnership with the Torres Strait Islanders Media Association to digitise and return collection materials to Torres Strait Islander communities is another significant First Nations-led project for the NFSA.

A key deliverable under our previous RAP was commissioning an Aboriginal and Torres Strait Islander creative to use the NFSA collection to produce a new audiovisual work. The result is WINHANGANHA (2023) a feature length cinematic journey by Wiradjuri poet and artist Jazz Money that examines how archives and the legacies of collection affect First Nations peoples and wider Australia. WINHANGANHA premiered at the Domain Theatre, Art Gallery of New South Wales in November 2023 and has continued to be screened at festivals and other venues nationally and internationally. This remarkable work has shifted our attitude towards our collection and responsibility to First Nations communities.

Embedding First Nations perspectives and voices

We have established four new identified roles as a part of our First Nations Engagement team. This new team will work under the leadership of our Senior Manager, First Nations Engagement. The First Nations Engagement team will work collaboratively across the NFSA to amplify and embed First Nations perspectives and voices across all NFSA activities.

One of the key challenges for NFSA is creating a culturally safe space and promoting truth telling by recognising 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. NFSA will continue to work with affected First Nations communities to develop a healing pathway for the site and present an onsite acknowledgement to inform visitors of this history.

Better understanding of the NFSA's collection as it pertains to First Nations peoples is a key theme in this Stretch RAP. We have identified specific goals relating to research and management of the collection that address this ongoing issue.

First Nations Engagement Committee

The NFSA established the First Nations Engagement Committee (previously known as our Indigenous Connections Committee) in May 2017 as an advisory committee to the NFSA Board. The First Nations Engagement Committee provides advice on the development and management of Aboriginal and Torres Strait Islander policies, projects, and other strategic matters, including the NFSA First Nations Engagement Strategy and discussions pertaining to the NFSA's Aboriginal and Torres Strait Islander collection, programs and exhibitions. The Committee 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.

How we developed our RAP

This RAP was developed and written by the Senior Executive team with support from Management, including the Senior Manager, First Nations Engagement, and then circulated to the RAP Working Group for consultation and input. The RAP was then circulated to the NFSA's First Nations Engagement Committee for their input and feedback and shared with the NFSA Board, before being sent to Reconciliation Australia for multiple rounds of feedback.

NFSA's Chief Executive Officer, Patrick McIntyre is the NFSA RAP Champion, charged with driving and championing internal engagement and awareness of the RAP on behalf of the agency, leading and modelling a personal commitment to reconciliation.

Governance and accountability

To continuously foster and drive the governance and delivery of each RAP and its major outcomes, the NFSA established the NFSA RAP Working Group (RAP WG) in 2018, comprised of NFSA staff representatives from all major business areas of the agency, the CEO and Deputy CEO. The Senior Manager, First Nations Engagement also sits on the RAP Working Group, embedding First Nations representation.

The RAP WG includes the following positions:

- Chief Executive Officer (Chair)
- Deputy Chief Executive Officer
- Head of Workforce & Culture
- Senior Manager, First Nations Engagement
- Head of Programs and Operations
- At least one member of the Marketing & Communications team
- At least one member of the Curatorial team

In addition to these positions, staff from across all business areas can nominate to join the RAP Working Group.

The RAP WG meets every quarter to discuss and develop agency-wide actions and initiatives towards reconciliation, working closely with members 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. RAP WG members have an open forum through which they share ideas and are able raise questions to Executive staff members.

Relationships

Relationships

Strong meaningful, and ongoing relationships, built on respect for the cultures, traditions, and experiences of Aboriginal and Torres Strait Islander peoples and communities are the basis for our reconciliation work. We endeavour to respect First Nations knowledge systems and intellectual property, listen and learn from First Nations perspectives and experiences, foster a culture of inclusivity and respect within the organisation, and encourage respectful relationships and partnerships with

First Nations communities and organisations. We hope to further engage with Traditional Owner groups, encourage cross-cultural understanding and awareness training, develop protocols for staff to engage with First Nations communities, and celebrate Aboriginal and Torres Strait Islander peoples, cultural events, and milestones to promote understanding and respect.

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	June 2026	Senior Manager, First Nations Engagement
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2026	Senior Manager, First Nations Engagement
	Establish and maintain formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including: • Torres Strait Islanders Media Association • Aboriginal and Torres Strait Islander training organisations • Australian Institute for Aboriginal and Torres Strait Islander Studies • First Nations Media Australia	June 2026	Senior Manager, First Nations Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	April-May annually	Director Governance
	RAP Working Group members to participate in at least one external NRW event.	27 May-3 June annually	RAP Working Group members
	Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW, including a target of 75% of all staff attending an event.	27 May-3 June annually	Chief Executive Officer
	Organise 2 internal NRW events, including at least one organisation-wide NRW event, each year.	27 May-3 June annually	Organisation NRW Event Lead: Head of Internal NRW Event Lead: Head of Workforce and Culture
	Create and share with audiences an online First Nations Hub for National Reconciliation Week	27 May-3 June annually	Chief Marketing Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May-3 June annually	Director Governance

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce by delivering a series of staff engagement activities including: • An annual staff event on a reconciliation theme • Agenda item added to Management Team meetings providing an update on RAP activities and reconciliation related news.	November 2025 November 2026	Head of Workforce & Culture
	Communicate our commitment to reconciliation publicly.	August 2025	Chief Executive Officer
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	July 2026	Chief Executive Officer
	Collaborate with RAP organisations and other like-minded organisations to implement ways to advance reconciliation, including: • National Collecting Institutions • GLAM organisations and peak bodies • Universities including through Australian Research Council Linkage Project Comedy Country • Australian Government Office of the Arts • National Indigenous Australians Agency	November 2026	Deputy Chief Executive Officer
	Establish relationships between the First Nations Engagement team and all business areas to identify opportunities to amplify and embed First Nations perspectives and voices	June 2026	Chief Marketing Officer

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Continue to develop our ongoing partnerships with organisations such as AIATSIS, the ABC, the Strehlow Research Centre and the University of Queensland to progress the vital work of embedding First Nations cultural knowledge and data sovereignty into the cataloguing practices of collecting institutions	December 2025	Director Governance
	Share our best practice co-design model by engaging and collaborating nationally and internationally through networks, projects, forums and conferences.	December 2025	Lead: Deputy, CEO Support: Chief Collection Preservation Officer, Chief Curator, Senior Manager, First Nations Engagement
	NFSA staff representatives to participate in at least one Reconciliation Australia-led event annually, for example: • Leadership gatherings • Reconciliation Australia's National RAP Conference • RAP Learning Circles .	December 2025	Deputy Chief Executive Officer
	• 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, editorial & content, social media, and digital engagement projects	June 2026	Lead: Senior Manager, First Nations Engagement Support: Chief Curator, Chief Marketing Officer, Head of Programs and Operations
4. Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	August 2025	Head of Workforce and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	August 2025	Head of Workforce and Culture

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	NFSA will continue to review and improve its Anti-Discrimination policies in consultation with our First Nations staff members	August 2025	Head of Workforce and Culture
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	December 2025	Head of Workforce and Culture
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	December 2025	Chief Executive Officer
5. Develop the Aboriginal and Torres Strait Islander Galleries, Libraries, Archives and Museums workforce.	Provide First Nations Media Australia members with advice, support and training in audiovisual archiving	December 2025	Lead: Chief Collection Preservation Officer Support: Senior Manager, First Nations Engagement
	Providing training to Torres Strait Islander Media Association (TSIMA) staff as part of the TSIMA-NFSA Co-design Project funded through Indigenous Languages Australia	December 2025	Lead: Chief Collection Preservation Officer Support: Senior Manager, First Nations Engagement
6. Create a culturally safe space and promote truth telling	Working across the NFSA, curate and produce a series of works that amplify First Nations voices and share the collection in innovative ways	December 2025	Lead: Senior Manager, First Nations Engagement
	Partner with affected First Nations communities to guide the NFSA in the healing process for the NFSA headquarters site.	December 2025	Deputy Chief Executive Officer
	Continue to apply and review 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.	June 2026	Lead: Head of Programs and Operations Support: Senior Manager, First Nations Engagement, Chief Marketing Officer

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Create a culturally safe space and promote truth telling	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.	June 2026	Public Program Lead: Head of Programs and Operations Editorial Lead: Chief Marketing Officer Collection Lead: Chief Curator Support: Senior Manager, First Nations Engagement
	Consult with affected First Nations communities about an 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.	June 2026	Lead: Head of Property and Capital Works Support: Senior Manager, First Nations Engagement
	Implement a placemaking approach with First Nations designers and community consultants, to ensure the landscape, culture and history of our site is directly shaped by First Nations voices	June 2026	Head of Property and Capital Works
	Partnering with First Nations peoples, communities and organisations to better identify and clarify the nature and provenance of collection material.	December 2025	Senior Manager, First Nations Engagement
7. Return knowledge to First Nations peoples and communities	Deliver Co-design Project with TSIMA to preserve and digitise TSIMA collection materials .	December 2025	Senior Manager, First Nations Engagement
	Facilitate community access to digitised TSIMA collection materials in support of language and cultural revitalisation.	December 2026	Senior Manager, First Nations Engagement

Respect

Respect

Aboriginal and Torres Strait Islander cultures and histories are at the heart of the NFSA collection. We honour and respect the storytelling, knowledge systems, and self-determination of all First Nations peoples, and believe that the First Nations stories in the collection need to be told by First Nations voices. To do this, we will focus on developing new ways of working with First Nations peoples and communities opening up the collection to promote truth telling and celebration.

WE ARE COMMITTED TO:

1. truth-telling to acknowledge injustices, and improve our understanding of histories and relationships and sharing reconciliation progress, achievements, and challenges with stakeholders
2. enabling shared governance to inform and enhance collaborative decision-making and self-determination
3. embedding respect for First Nations cultural knowledge and authority into core business
4. prioritising Aboriginal and Torres Strait Islander peoples' right to cultural self-determination and authority in the caretaking of cultural materials, knowledge and heritage

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2025	Head of Workforce and Culture
	Consult the NFSA's First Nations Engagement Committee on the implementation of a cultural learning strategy.	September 2025 September 2026	Head of Workforce and Culture
	Implement and communicate a cultural learning strategy for our staff.	September 2025	Head of Workforce and Culture
	Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	December annually	Head of Workforce and Culture
	100% of staff undertake formal and structured cultural learning opportunities relevant to their role as part of their Performance Management and Development Plan	December annually	Head of Workforce and Culture
	Ensuring that supervisors of First Nations staff members or trainees have completed relevant cultural learning training to perform their role as a supervisor in creating a culturally safe workplace.	December annually	Head of Workforce and Culture
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December annually	Head of Workforce and Culture
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	December annually	Deputy Chief Executive Officer

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant NFSA events each year, such as exhibition openings, parliamentary screenings and conferences.	Embedded Review July 2026	Head of Programs and Operations
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Embedded Review July 2026	Deputy Chief Executive Officer
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Embedded Review July 2026	Chief Executive Officer
	Display Acknowledgment of Country in our offices or on our buildings	December 2025	Head of Property and Capital Works
	Consult directly with communities regarding any restrictions and/or cultural protocols for collection material	December 2025	Senior Manager, First Nations Engagement
10. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026, 2027	RAP Working Group members
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	First week in July 2025, 2026, 2027	Head of Workforce and Culture
	Support all staff to participate in at least one NAIDOC Week events at NFSA or in the local area.	First week in July 2025, 2026, 2027	Head of Workforce & Culture
	Mark NAIDOC Week with a minimum of one event for staff, one public program, and one online publishing outcome (web/socials) each year.	First week in July 2025, 2026, 2027	Staff Event Lead: Head of Workforce and Culture Public Program Lead: Head of Programs and Operations Editorial Lead: Chief Marketing Officer

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Promote First Nations led repatriation, collection development, preservation prioritisation, cataloguing, curation and interpretation at NFSA	Undertaking an audit of the collection to gain a more detailed understanding of our First Nations holdings.	June 2026	Lead: Chief Curator Support: Senior Manager, Enterprise
	Improving catalogue information for First Nations collection material specifically relating to communities of origin, languages, cultural protocols, Indigenous Intellectual and Cultural Property (ICIP) and access permissions.	June 2026	Lead: Chief Curator Support: Senior Manager, Enterprise
	Expanding First Nations representation and perspectives in the collection through targeted acquisition programs as part of our new Collection Strategy and Plan.	June 2026	Chief Curator
	Prioritising the preservation of First Nations material by working with community to identify items that are culturally significant, and/or at-risk of loss, ensuring that cultural protocols are followed throughout all our processes.	June 2026	Lead: Chief Curator Support: Senior Manager, First Nations Engagement
	Reviewing and revising policies, procedures and processes to make collection material more discoverable and accessible for First Nations peoples.	June 2026	Lead: Chief Curator Support: Senior Manager, Enterprise, Chief Marketing Officer
	Ensure that First Nations individuals and communities using our Access services are assisted by staff with appropriate skills and knowledge required to work with Aboriginal and Torres Strait Islander cultural material in a culturally appropriate manner, to facilitate access to collection material including on-site visits if required	June 2026	Senior Manager, Enterprise
	Renewing our Black Screen program to deliver more First Nations films to more communities on Country.	June 2026	Lead: Senior Manager, First Nations Engagement Support: Senior Manager, Enterprise

Opportunities

Opportunities

NFSA seeks opportunities for advancing reconciliation and improving employment, economic, leadership and cultural awareness, outcomes for Aboriginal and Torres Strait Islander peoples. Our goal is to become an employer of choice for Aboriginal and Torres Strait Islander peoples and a trusted partner for First Nations businesses and communities. Achieving these objectives requires us to

first strengthen our relationships with the community and prepare our workplace culture to effectively support Aboriginal and Torres Strait Islander employees in their professional development, career progression, and recognition of their unique skills, knowledge and perspectives.

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12.Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	Head of Workforce and Culture
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026	Head of Workforce and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026	Head of Workforce and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	Head of Workforce and Culture
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	June 2026	Lead: Head of Workforce and Culture Support: Senior Manager, First Nations
	Maintain a minimum of four identified roles within the First Nations Engagement team	June 2026	Lead: Head of Workforce and Culture Support: Senior Manager, First Nations Engagement, Deputy Chief Executive Officer
	Increase the number of Aboriginal and Torres Strait Islander employees throughout the organisation to achieve population parity among NFSA staff (3%)	January 2027	Lead: Head of Workforce and Culture Support: Deputy Chief Executive Officer
	Support at least one ArtsReady graduate annually to complete the program and progress their career goals	December 2025	Head of Workforce and Culture
	Partner with ArtsReady and First Nations educational and training organisations such as EORA Tafe and Tranby to create opportunities for First Nations trainees and graduates	December 2025	Head of Workforce and Culture

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2025 July 2027	Director, Procurement & Legal
	Promote and encourage staff to procure goods and services through NFSA's Supply Nation membership	August 2025 July 2027	Director, Procurement & Legal
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Director, Procurement & Legal
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025 July 2026	Director, Procurement & Legal
	Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses, including a target of 3 per cent of the number and 2.25 per cent of the value of accessible contracts being awarded to Aboriginal and/or Torres Strait Islander businesses	August 2025 July 2026 July 2027	Director, Procurement & Legal
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	August 2025	Director, Procurement & Legal

Governance

Governance

NFSA's governance structures, processes, and policies guide our organisation's reconciliation efforts. Through our Corporate Plan, First Nations Engagement Strategy, NFSA Collection Policy and RAP we strive to ensure accountability, transparency, and leadership commitment to reconciliation initiatives. Our RAP Working Group is a dedicated team of staff responsible for implementing and

monitoring the RAP to evaluate our progress and impact. The role of the RAP Working Group Champion and RAP Working Group Chair are at our most senior levels, to ensure effective organisation-wide support that signals to staff that reconciliation is of highest priority and forefront of NFSA's work.

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	12. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2025 January 2026 July 2026	Director Governance
	13. Apply a Terms of Reference for the RWG.	August 2025	Director Governance
	14. Meet at least four times per year to drive and monitor RAP implementation.	December 2026	Director Governance
15. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	December 2025	Deputy Chief Executive Officer
	Embed key RAP actions in performance expectations of senior management and all staff.	June 2026	Head of Workforce and Culture
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	March 2026	Director Governance
	Maintain an internal RAP Champion from senior management.	August 2025 January 2026 July 2026	Chief Executive Officer
	Include our RAP as a standing agenda item at senior management meetings.	Monthly 2025, 2026, 2027	Deputy Chief Executive Officer
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 annually	Director Governance
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Director Governance
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025, 2026, 2027	Director Governance
	Report RAP progress to all staff, the Board and the First Nations Engagement Committee quarterly.	March, June, September, December 2025, 2026, 2027	Chief Executive Officer

NFSA STRETCH RECONCILIATION ACTION PLAN 2025–2028

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	July Annually	Director Governance
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April Annually	Deputy Chief Executive Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2028	Director Governance
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	Director Governance
19. Aboriginal and Torres Strait Islander perspectives inform NFSA governance	First Nations Engagement Committee Chair reports to the NFSA Board at every meeting	Feb / Jun / Oct / Nov annually	Director Governance

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