

MAAS Innovate Reconciliation Action Plan

May 2017 – May 2019



We are shades of our lands. We are not one people, nor a single voice, or of city or bush.

We are many people and many cultures.

We are people of family, of kinship. Our Elders hold our knowledge; our young carry our hopes.

We share an understanding but hold many beliefs. Our pasts and our futures are joined.

We've known great loss and shown great strength.

We are the first people of these lands.

We are shades of our lands.

We are here.

Wayne Quilliam

Acknowledgment of Country

The Museum of Applied Arts and Sciences (MAAS) acknowledges Australia's First Nations Peoples as the Traditional Owners and Custodians of the land and gives respect to the Elders – past and present – and through them to all Aboriginal and Torres Strait Islander peoples.

MAAS Reconciliation Statement

Together we will build a culture of respect and exchange, acknowledging deep Australian Aboriginal and Torres Strait Islander connections and continuing practices in applied arts and sciences.

MAAS recognises and shares the value and importance of preserving, revitalising and strengthening Australian Aboriginal and Torres Strait Islander cultures, histories and achievements.

Central to achieving the MAAS vision for reconciliation is the exploration and fulfilment of a range of mutually beneficial opportunities in partnership with Traditional Owners and Australian Aboriginal or Torres Strait Islander cultures and networks, allowing the activities of the Museum to be linked to Australian Aboriginal and Torres Strait Islander peoples as a fundamental human right.

Message from the President

MAAS has long been a steward of our nation's Indigenous history with a collection that reflects the heritage of Australia's first people. As a leading cultural institution, we are committed to working with the Aboriginal and Torres Strait Islander peoples of Australia to identify further opportunities for engagement and advancement of cultural values and creativity.

The development and implementation of both the MAAS Australian Indigenous Cultural and Intellectual Property (ICIP) Protocol and the MAAS Reconciliation Action Plan (RAP) signal our commitment to strengthening our participation and leadership in promoting Indigenous culture.

Underpinning our efforts are three key pillars: Relationship, Respect and Opportunity. As a culturally inclusive institution, MAAS is working to break down the barriers and perceptions of what and who museums are for. These new plans provide us with an innovative approach to exploring these concepts, helping to further connect the community with the Museum's collection.

A handwritten signature in black ink, appearing to read 'Barney Glover', with a large, stylized loop at the end.

Professor Barney Glover
President, Board of Trustees
Museum of Applied Arts and Sciences

Message from the Director

MAAS acknowledges the deep connection and continuing practices in the arts and sciences of Australia's Indigenous peoples and is committed to building a culture of respect and exchange between MAAS and Traditional Owners and cultural custodians. As a major custodian of a broad range of Indigenous Cultural Material, MAAS will work to increase public access to this material and cultural programs; and wherever possible, to identify any associated economic opportunities for MAAS Indigenous stakeholders.

We are working to embed Indigenous cultural values across all areas of MAAS operations – not just on the Museum floor – and to grow strong and durable relationships with Australian Aboriginal and Torres Strait Islander artists, designers, creatives and thought-leaders in an empowering whole-of-community approach. The MAAS RAP grows from the MAAS Australian ICIP Protocol and provides us with a series of milestones for activation and a framework for measuring and documenting this important journey as we learn, together.



Dolla Merrillees

Director

Museum of Applied Arts and Sciences

MAAS

MAAS is Australia's leading contemporary Museum for excellence and innovation in applied arts and sciences. The Museum's exhibitions and programs focus on the following disciplines: technologies; health and medicine; physical sciences; engineering; architecture and the built environment; design and decorative arts; fashion; and contemporary culture.

It is also home to the material heritage and stories of Australian and Indigenous cultures, histories and lifestyles, providing a comprehensive insight into this rich and diverse country. There is estimated to be in excess of 500,000 items in the MAAS collection with over 3000 objects having direct Australian Aboriginal or Torres Strait Islander cultural significance.

The MAAS strategic vision is to be a catalyst for creative expression and curious minds. The Museum is uniquely placed to demonstrate how technology, science and design interact and how they impact Australia and the world.

MAAS is acknowledged for the calibre of its collection, scholarship, exhibitions and programs. The Museum places strong emphasis on learning and creativity. A calendar of temporary exhibitions and programs complements a range of permanent galleries throughout MAAS venues. Online resources include a collection database, interactive experiences and learning resources.

The MAAS Collection contains a broad range of Indigenous Cultural Material, including artworks, images and objects of cultural significance acquired over many years. MAAS stores this material and may use it to fulfil its mandate under the MAAS Act and MAAS Regulation. MAAS may also borrow Indigenous Cultural Material for temporary displays, exhibitions or programs. Collectively this material in the MAAS Collection or in MAAS custody or care is known as Indigenous Cultural Material.

MAAS will increase public access to the Australian Aboriginal and Torres Strait Islander collections and cultural programs, as well as identify any associated economic opportunities for the relevant Australian Aboriginal and Torres Strait Islander communities.

MAAS operates within local, regional, national and international domains. As at May 2017 MAAS works with 204 staff and 436 volunteers across its three sites (Powerhouse Museum, Sydney Observatory and Museums Discovery Centre). Of this number, one full-time and six casual staff identify as having Aboriginal and/or Torres Strait Islander heritage. The organisation's infrastructure has four departments:

- Curatorial, Collections & Exhibitions (collection management, acquisitions, research, publications and exhibition development)
- Programs & Engagement (including public events, education services, visitor services and community engagement)
- Corporate Resources (operational and infrastructure development and management, finance and human resources)
- Development & External Affairs (corporate partnership and sponsorship, marketing and public relations).

MAAS reached an audience of over a million people in 2015-16, with over 730,000 visits to the Powerhouse Museum and the Sydney Observatory combined; and a further 270,000 visits to exhibitions, programs and talks facilitated by MAAS at other locations around Australia.

Throughout its history, the Museum has delivered a rich and active program of exhibition and public engagement activities profiling the achievements of Australian Aboriginal and Torres Strait Islander communities within contemporary and historical contexts, and provided the communities with access to the cultural objects within the collection.

In 2015 the Museum created a dedicated position of Programs Producer (Indigenous) to support the growth in scope and significance of its Australian Aboriginal and Torres Strait Islander cultural offerings; and in 2016 MAAS embarked on a review of its Australian Aboriginal and Torres Strait Islander collections management policies with respect to Australian ICIP, Repatriation and Restitution.

MAAS Reconciliation Action Plan

During National Reconciliation Week 2015, MAAS signed a commitment with Reconciliation Australia to develop the Museum's inaugural RAP.

A MAAS RAP Working Group of ten staff and volunteers was established to take carriage of the development of the plan. The group was headed by the MAAS Director with representatives from all areas of the Museum's operations, including senior management.

A MAAS RAP Australian Aboriginal and Torres Strait Islander Reference Group was established to support and inform the development of the plan. The membership of the MAAS RAP Australian Aboriginal and Torres Strait Islander Reference Group is reflective of the diversity of Australian Aboriginal and Torres Strait Islander communities with specific skills and expertise in relation to operational infrastructures and cultural perspectives. The group informs, reviews and collaborates on the development and ongoing evaluation of the MAAS RAP.

The MAAS RAP provides a framework for our cultural grounding. It is based on the guiding principles of the MAAS Australian ICIP Protocol, which is aligned to the United Nations Declaration on the Rights of Indigenous Peoples, and ensures that relationships between MAAS and Australian Aboriginal and Torres Strait Islander communities are founded on notions of respect and opportunity.

MAAS Australian ICIP Protocol

The purpose of the MAAS Australian ICIP Protocol is to:

- recognise and respect Indigenous peoples' rights to access, maintain, control and benefit from their cultural heritage (also known as ICIP)
- detail the principles that guide how MAAS meaningfully engages with Indigenous peoples in relation to their cultural heritage and ICIP, including appropriate interpretation of Indigenous cultural heritage within MAAS and Indigenous Cultural Material
- publicly acknowledge MAAS support for and encourage the wider recognition of the value of ICIP and ICIP rights.

The MAAS Australian ICIP Protocol is designed to encourage best practice in recognition and treatment of ICIP rights in relation to the MAAS collection and objects in MAAS custody and care, including Indigenous Cultural Material, and the programs, exhibitions, digital media, commissions, loans and other activities undertaken by MAAS.

In accordance with ICIP rights, MAAS believes that Indigenous people have the right to:

- own and control their ICIP
- ensure that any means of protecting ICIP is based on the principle of self-determination
- be recognised as the primary guardians and interpreters of their cultures
- authorise or refuse to authorise the commercial use of ICIP according to Indigenous customary laws
- maintain the secrecy of Indigenous knowledge and other cultural practices
- guard the cultural integrity of their ICIP
- be given full and proper attribution for sharing their cultural heritage
- control the recording of cultural customs and expressions and the particular languages that may be intrinsic to cultural identity, knowledge, skill and teaching of culture.

MAAS Australian Aboriginal and Torres Strait Islander Consultative Group

In order to achieve sustainable, authentic and meaningful reconciliatory practices, MAAS works in partnership with its Australian Aboriginal and Torres Strait Islander Consultative Group. MAAS acknowledges the contribution that consultative relationships make to the building of a greater understanding between Australian Aboriginal and Torres Strait Islander and other Australian cultures to support a truly culturally rich, socially cohesive and respectful nation.

- Elder-in-Residence
- RAP Australian Aboriginal and Torres Strait Islander Reference Group
- Australian Aboriginal and Torres Strait Islander Collection Management Reference Group
- Australian Aboriginal and Torres Strait Islander Curriculum Reference Group
- Australian Aboriginal and Torres Strait Islander Emerging Leaders Focus Group
- MAAS Indigenous Cultural Development Residency Alumni

MAAS RAP Working Group

Dolla Merrillees	Director, MAAS
Marcus Hughes	Programs Producer (Indigenous)
Belinda Christie	Head of Human Resources
Jacqui Strecker	Head of Curatorial
Judith Coombs	Head of Strategic Collections
Peter Mahony	Education & Digital Learning Manager
Virginia Mitchell	Museums Discovery Centre Manager
Cate Purcell	Volunteer Program Manager
Kathy Hackett	Library Technician
Felix Warmuth	Media Producer
Tom O’Keefe	Volunteer

MAAS Aboriginal and Torres Strait Islander Reference Group

Marcus Hughes	Programs Producer (Indigenous)
Andrew Craig	NSW State Manager – ArtsReady
Steven Satour	Director, Iwara Travel
Matt Poll	Assistant Curator, Museum Collections and Repatriation Program, Macleay Museum
Sharni Jones	Manager, Aboriginal and Torres Strait Islander Collection, Australian Museum
Tracey Skinner	Education Program Coordinator – Aboriginal, Property NSW
Libby Collins	Manager, Community Engagement, Bangarra Dance Theatre
Kaleena Briggs	Spirit of Things Collective

MAAS Aboriginal and Torres Strait Islander Staff Consultative Group

Marcus Hughes	Programs Producer (Indigenous)	F/T
Kirsten Banks	Astronomy Guide, Sydney Observatory	Casual
Jeremy Ambrum	Visitor Services Officer	Casual
Jakaya Dixon	Visitor Services Officer	Casual
Scott Campbell	Visitor Services Officer	Casual
Hayden Walsh	Programs Producer (Indigenous)	Casual
William Stevens	Astronomy Guide, Sydney Observatory	Casual

Definitions

Indigenous:	Australian Aboriginal and Torres Strait Islander peoples of Australia
Indigenous Cultural Material:	the objects and associated material and intellectual property of or relating to Indigenous peoples contained in the MAAS Collection, on loan to MAAS in accordance with the Incoming Loans Policy or otherwise in MAAS custody or care in accordance with the Strategic Collections Policy Framework that have artistic, ethnographic, spiritual, scientific, archaeological or historic value, including but not limited to films, sound recordings, artworks, manuscripts, images and objects. The Indigenous Cultural Material may contain objects that are produced by Indigenous people or that have particular cultural significance to Indigenous people, including natural objects and modified objects.
MAAS Act:	<i>Museum of Applied Arts and Sciences Act 1945 (NSW)</i>
MAAS collection or collection:	the acquired collection of material and objects owned by or in the possession of MAAS.
MAAS policies:	the policies governing the activities undertaken by MAAS as part of its mandate under the MAAS Act and MAAS Regulation.
MAAS procedures:	the internal procedures and protocols governing the activities undertaken by MAAS, in enacting MAAS policies.
MAAS Regulation:	<i>Museum of Applied Arts and Sciences Regulation 2012 (NSW)</i>

Abbreviations

Comms Manager:	Communications Manager
Director CC&E:	Director of Curatorial, Collections and Exhibitions
Director P&E:	Director of Programs and Engagement
Director D&EA:	Director Development & External Affairs
E&P Manager:	Editorial & Publishing Manager
E&DL Manager:	Education & Digital Learning Manager
ICIP:	Indigenous Cultural and Intellectual Property
Head of HR:	Head of Human Resources
Head of SC:	Head of Strategic Collections
MAAS ATSICMRG:	Museum of Applied Arts & Sciences Aboriginal and Torres Strait Islander Collection Management Reference Group
MAAS RAP WG:	Museum of Applied Arts & Sciences Reconciliation Action Plan Working Group
MAAS RAP ATSIRG:	Museum of Applied Arts & Sciences Reconciliation Action Plan Aboriginal and Torres Strait Islander Reference Group
NAIDOC:	National Aboriginal and Islander Day Observance Committee
NRW:	National Reconciliation Week
RA:	Reconciliation Australia
RAP:	Reconciliation Action Plan
SMT:	Senior Management Team
SOP:	Standard operating procedure

Relationships

Together we will provide leadership and inspiration to the wider community on reconciliation between all Australians by building strong relationships that are inclusive and respectful of Australian Aboriginal and Torres Strait Islander communities, cultures, histories and peoples. This will be reflected in MAAS programs, exhibitions, collections and policies.

Action	Deliverable	Timeline	Responsibility
Monitor RAP development and implementation and report actions and progress through the MAAS RAP Working Group (WG).	Oversee the development, endorsement and launch of the RAP.	May 2017	Programs Producer (Indigenous)
	Ensure Australian Aboriginal and Torres Strait Islander peoples are represented on the RAP WG at all times.	Review May 2019	MAAS Director
	Meet to monitor and report on RAP implementation.	Review Mar, Jun, Sep, Dec 2017/18/19	MAAS RAP WG and MAAS RAP ATSIRG
	Revise terms of reference for the RAP WG as required.	May 2017	MAAS Director, MAAS Executive and SMT through the MAAS RAP WG in consultation with Programs Producer (Indigenous)
	Work with Australian Aboriginal and Torres Strait Islander Reference Groups to provide cultural advice and guidance to the RAP WG, the Museum and its Trustees on a wide range of issues and not necessarily limited to Australian Aboriginal and Torres Strait Islander issues.	May 2017, Review May 2019*	MAAS Director, MAAS Executive and SMT through the MAAS RAP WG in consultation with Programs Producer (Indigenous)
Celebrate and participate in National Reconciliation Week (NRW).	Celebrate National Reconciliation Week with thoughtful and engaging programs and events, including at least one internal event.	May 2017/18	Programs Producer (Indigenous)
	Promote MAAS National Reconciliation Week programs and events by registering them on Reconciliation Australia's NRW website.	May 2017/18/19*	Programs Producer (Indigenous)
	Support at least one outreach event during National Reconciliation Week.	May 2017/18	Programs Producer (Indigenous)
	Ensure the MAAS RAP WG participates in at least one external event that recognises National Reconciliation Week.	May 2017/18	MAAS Director
	Encourage all staff and volunteers to participate in internal and external National Reconciliation Week events.	May 2017/18	MAAS Director, MAAS Executive and SMT
	Circulate Reconciliation Australia's NRW resources to all staff and volunteers.	May 2017/18/19*	Comms Manager and Head of HR

Action	Deliverable	Timeline	Responsibility
Develop and maintain relationships with Australian Aboriginal and Torres Strait Islander peoples, communities and organisations that are mutually beneficial.	Develop and implement an engagement plan to work with MAAS Australian Aboriginal and Torres Strait Islander stakeholders.	May 2017	Director P&E in collaboration with Program Producer (Indigenous)
	Engage with Australian Aboriginal and Torres Strait Islander people to provide Australian Aboriginal and Torres Strait Islander perspectives on the MAAS collection, programs and exhibitions.	Review Mar, Jun, Sep, Dec 2017/18/19	Director CC&E and Director P&E in collaboration with Program Producer (Indigenous)
	Meet with local Australian Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Review Mar, Jun, Sep, Dec 2017/18/19	Program Producer (Indigenous)
	Create platforms to develop content with other Australian Aboriginal and Torres Strait Islander organisations and cultural institutions in Australia.	Review Mar, Jun, Sep, Dec 2017/18/19	Director CC&E, Director P&E and Director D&EA in collaboration with Program Producer (Indigenous)
	Investigate and develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.	Review Mar, Jun, Sep, Dec 2017/18/19	Director CC&E, Director P&E and Director D&EA in collaboration with Program Producer (Indigenous)
	Share Australian Aboriginal and Torres Strait Islander cultural perspectives on MAAS collection with other agencies.	Review Mar, Jun, Sep, Dec 2017/18/19	Program Producer (Indigenous)

Action	Deliverable	Timeline	Responsibility
Raise awareness of MAAS RAP with staff, volunteers, audiences and stakeholders to promote reconciliation across the cultural sector.	Develop and implement a strategy to communicate MAAS RAP to internal and external stakeholders which may include: <ul style="list-style-type: none"> regular updates on Australian Aboriginal and Torres Strait Islander issues, both internal and external to the Museum, at least quarterly to All Staff meetings Australian Aboriginal and Torres Strait Islander content in <i>MAAS Magazine</i> and other media and website platforms. 	December 2017	Comms Manager and Head of HR
	Include Australian Aboriginal and Torres Strait Islander media channels in MAAS marketing and publicity strategies.	May 2017, Review May 2019*	Comms Manager in consultation with Programs Producer (Indigenous)
	Report annually through the MAAS RAP WG to MAAS Executive on the RAP's implementation across the Museum.	June annually	MAAS Director supported by MAAS RAP WG and SMT
	Promote reconciliation through ongoing active engagement with all stakeholders.	May 2017, Review May 2019	All Staff
Develop external relationships to support MAAS RAP.	Support Reconciliation Australia and the NSW Reconciliation Council through access to opportunities and platforms for promoting their role and service to the Australian community.	Review Mar, Jun, Sep, Dec 2017/18/19	Director P&E in collaboration with Program Producer (Indigenous)
	Establish a Reconciliation Industry Network Group (RING) with a focus on arts and culture.	May 2018	Director P&E, Director D&EA in collaboration with Programs Producer (Indigenous)
Raise awareness within the MAAS sphere of influence about <i>Narragunnawali: Reconciliation in Schools and Early Learning</i> and NSW Reconciliation Council's <i>Reconciliation Challenge</i>.	Encourage schools and early-learning services to create a RAP with the <i>Narragunnawali: Reconciliation in Schools and Early Learning</i> online platform.	Review Mar, Jun, Sep, Dec 2017/18/19	E&DL Manager
	Invite schools and early learning services to participate in reconciliation activities and events including the NSW Reconciliation Council's <i>Reconciliation Challenge</i> .	August 2017 and January 2018	E&DL Manager

Respect

To establish and deliver a genuinely impactful reconciliation strategy, MAAS will demonstrate its deep respect for Australian Aboriginal and Torres Strait Islander people's cultures, lands, waters, histories, rights, perspectives and values; and through these actions ensure that MAAS commitment is reflected in its national identity and to its diversity of stakeholders.

Action	Deliverable	Timeline	Responsibility
Engage in cultural learning opportunities with a focus on ‘valuing different ways of doing things’.	Work with local traditional owners and/or Australian Aboriginal and Torres Strait Islander consultants to develop a cultural competency strategy that addresses the cultural learning needs of MAAS staff and volunteers.	Review Mar, Jun, Sep, Dec 2017/18/19	MAAS Executive and Head of HR in collaboration with Programs Producer (Indigenous)
	Seek to include high-profile and expert individuals of Australian Aboriginal and Torres Strait Islander background in MAAS programs and other aspects of MAAS business.	Review Mar, Jun, Sep, Dec 2017/18/19	Programs Producer (Indigenous)
	Develop cultural competency programs encompassing a range of culturally authoritative activities and authentic experiences.	May 2017	Head of HR in collaboration with Programs Producer (Indigenous)
	Investigate opportunities for staff engagement in local cultural experiences.	Review Mar, Jun, Sep, Dec 2017/18/19	Head of HR in collaboration with Programs Producer (Indigenous)
	Ensure all staff and volunteers including the RWG, Executive, Senior Management and Leadership teams participate in cultural competency programs.	Review Mar, Jun, Sep, Dec 2017/18/19	MAAS Director
	Ensure that all principles contained in the MAAS Australian ICIP Protocol are observed and implemented across all areas of MAAS operations.	Review Mar, Jun, Sep, Dec 2017/18/19	MAAS Director
Ensure there is a shared understanding of Australian Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgment of Country.	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgment of Country, including Acknowledgment of Country on display at all MAAS venues.	May 2017	Programs Producer (Indigenous)
	Develop a list of key contacts for providing site-specific Welcome to Country and maintaining respectful partnerships.	August 2017	Programs Producer (Indigenous)
	Invite a Traditional Owner to provide a Welcome to Country at significant events such as openings, launches, symposia and MAAS festivals and partnership events.	May 2017, Review May 2019	Programs Producer (Indigenous)

Action	Deliverable	Timeline	Responsibility
Provide opportunities for Australian Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating National Reconciliation Week.	Include Acknowledgment of Country at the commencement of internal and external meetings.	May 2017, Review May 2019*	MAAS Executive, SMT and Leadership Team
	Ensure that appropriate Australian Aboriginal or Torres Strait Islander protocols are observed at all MAAS off-site activities, including exhibitions and programs that are public outcomes of projects presented in collaboration with other cultural organisations and partners, particularly those that involve Indigenous cultural material.	May 2017, Review May 2019	Director P&E, Director CC&E and Director D&EA supported by Head of Curatorial and Head of Programs in consultation with Programs Producer (Indigenous)
	Include Acknowledgment of Country on MAAS website, in staff email signatures and other communication tools.	May 2017, Review May 2019*	Comms Manager, E&P Manager and Digital Studio Manager
	Review HR policies and procedures to ensure there are no barriers to staff participating in National Reconciliation Week activities.	May 2017	Head of HR
	Provide opportunities for Australian Aboriginal and Torres Strait Islander staff to participate in activities with their cultures and communities during National Reconciliation Week.	May 2017/ 2018	SMT and Leadership Team
	Provide opportunities for all staff and volunteers to participate in NRW activities.	May 2017/ 2018	SMT and Leadership Team
Use the MAAS collection as a catalyst for building cultural awareness.	In consultation with Aboriginal and Torres Strait Islander stakeholders, hold an internal or external NRW event.	May 2017/ 2018	Programs Producer (Indigenous)
	Promote community produced local NRW program links.	May 2017/ 2018	Head of Comms and Head of HR
	Explore opportunities for inclusion of relevant Australian Aboriginal and Torres Strait Islander content in exhibitions and programs.	Review Mar, Jun, Sep, Dec 2017/18/19	Head of SC in consultation with MAAS ATSI CMRG
	Ensure all Australian Aboriginal and Torres Strait Islander cultural items are stored, accessed and displayed in accordance with Australian Aboriginal and Torres Strait Islander protocols.	Review Mar, Jun, Sep, Dec 2017/18/19	Programs Producer (Indigenous)

Action	Deliverable	Timeline	Responsibility
Provide opportunities for Australian Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week, as well as other key dates in the Aboriginal and Torres Strait Islander calendar.	Work with Australian Aboriginal and Torres Strait Islander peoples to continue to develop the scope and content of collection.	Review Mar, Jun, Sep, Dec 2017/18/19	Director CC&E and Head of SC in consultation with MAAS ATSICMRG and Programs Producer (Indigenous)
	Develop MAAS expertise in assessing the Australian Aboriginal and Torres Strait Islander collections including provenance research, repatriation policy and protocols to ensure exemplary custodial practice.	Review Mar, Jun, Sep, Dec 2017/18/19	Director CC&E, Head of HR and Head of SC in consultation with MAAS ATSICMRG and Programs Producer (Indigenous)
	Display Aboriginal and Torres Strait Islander cultural items, library and archive material with interpretative text throughout front and back of house in areas such as meeting rooms.	Review Mar, Jun, Sep, Dec 2017/18/19	Director CC&E and Head of Exhibitions with Head of SC
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week activities.	May 2017	Head of HR
	Provide opportunities for Australian Aboriginal and Torres Strait Islander staff to participate in activities with their cultures and communities during NAIDOC Week, as well as other key dates in the Aboriginal and Torres Strait Islander calendar.	July 2017/2018	SMT and Leadership Team
	Provide opportunities for all staff and volunteers to participate in NAIDOC Week activities, as well as other key dates in the Aboriginal and Torres Strait Islander calendar.	July 2017/2018	SMT and Leadership Team
	In consultation with Aboriginal and Torres Strait Islander stakeholders, hold an internal or external NAIDOC Week event, as well as events for other key dates in the Aboriginal and Torres Strait Islander calendar, where appropriate.	July 2017/2018	Programs Producer (Indigenous)
	Promote community produced local NAIDOC Week program links, as well as events programmed for other key dates in the Aboriginal and Torres Strait Islander calendar, where appropriate.	July 2017/2018	Comms Manager and Head of HR

Opportunities

MAAS will embrace the potential of employment, volunteering, training, social inclusion, partnerships, artistic and commercial opportunities to enhance economic and social outcomes for Australian Aboriginal and Torres Strait Islander peoples and organisations, as well as enriching the visitor experience and understanding of Australian Aboriginal and Torres Strait Islander cultures.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Australian Aboriginal and Torres Strait Islander employment within MAAS.	Develop and implement a strategy for sustainable Australian Aboriginal and Torres Strait Islander recruitment and retention: <ul style="list-style-type: none"> ongoing identification of Aboriginal and Torres Strait Islander staff to inform future employment opportunities advertisement of vacancies in Aboriginal and Torres Strait Islander media review of HR policies to remove any barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	November 2017	Head of HR, SMT and Leadership Team in collaboration with Programs Producer (Indigenous)
	Engage with existing Australian Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development and support.	Review Mar, Jun, Sep, Dec 2017/18/19	MAAS Director
	Increase awareness within Australian Aboriginal and Torres Strait Islander networks regarding recruitment opportunities.	Review Mar, Jun, Sep, Dec 2017/18/19	Head of HR and Head of Comms in collaboration with Programs Producer (Indigenous)
	Ensure a culturally inclusive, sensitive and safe workplace.	May 2017, Review May 2019	MAAS All Staff
	Establish targets for increase in volunteer/traineeships/internships/paid roles for Australian Aboriginal and Torres Strait Islander peoples across all areas of Museum activity.	November 2017, 2018	MAAS Executive supported by HR Team
	Increase opportunities for the commissioning, publication and presentation of critical writing, research documentation, exhibition and program content by Australian Aboriginal and Torres Strait Islander authors, researchers, academics and creatives.	Review May 2018, 2019	Director CC&E and Director P&E supported by E&P Manager, Head of Curatorial, Research Manager, Head of Programs and Programs Producer (Indigenous)
Investigate opportunities to incorporate Australian Aboriginal and Torres Strait Islander supplier diversity within MAAS.	Review procurement policies and procedures to remove any barriers to Australian Aboriginal and Torres Strait Islander suppliers across the organisation.	November 2017	Director Corporate Resources
	Investigate Supply Nation membership.	November 2017	Director Corporate Resources
	Develop and circulate a list of Australian Aboriginal and Torres Strait Islander suppliers relevant to MAAS operations.	January 2018	Head of Governance

Action	Deliverable	Timeline	Responsibility
	Develop commercial relationships with an Australian Aboriginal and/or Torres Strait Islander-owned businesses.	June 2018	Head of Commercial
	Source products designed by contemporary Australian Aboriginal and Torres Strait Islander designers for MAAS retail outlets.	June 2018	Head of Commercial
	Ensure all goods and services relating to Australian Aboriginal and Torres Strait Islander culture are provided by endorsed and authentic Australian Aboriginal and Torres Strait Islander suppliers.	Review June 2017, 2018	Head of Governance
Investigate opportunities to develop Australian Aboriginal and Torres Strait Islander educational resources directly related to the MAAS collection.	Work with the MAAS Australian Aboriginal and Torres Strait Islander Curriculum Reference Group, to broaden access to the MAAS collection and associated knowledge.	Mar, Jun, Sep, Dec 2018/19	E&DL Manager in collaboration with Programs Producer (Indigenous)
	Support the development of a range of curriculum resources and learner programs that provide a deeper understanding and knowledge of Australian Aboriginal and Torres Strait Islander cultures and contributions to the arts and sciences.	Review December 2017, 2018	E&DL Manager in collaboration with Programs Producer (Indigenous)

Action	Deliverable	Timeline	Responsibility
MAAS will take a leadership role in supporting Aboriginal and Torres Strait Islander communities to preserve and communicate their culture through events, workshops (in house and outreach) and online resources.	MAAS will develop programs and events that invite Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	Review July annually	Director CC&E, Director P&E with Programs Producer (Indigenous)
	Develop platforms to co-curate content with other Aboriginal and Torres Strait Islander organisations and cultural institutions in Australia.	Review July annually	Director CC&E, Director P&E with Programs Producer (Indigenous)
	Document and promote cultural events at MAAS that focus on Aboriginal and Torres Strait Islander cultures and achievements.	Review July annually	Director CC&E, Director P&E with Programs Producer (Indigenous)

* Standard operating procedure

Reporting

MAAS will develop and implement systems and capabilities to track, measure and report on RAP activities, achievements, challenges and learnings.

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2017, 2018	Program Producer (Indigenous)
	Participate in the RAP Barometer.	May 2018	Program Producer (Indigenous)
Report RAP achievements, challenges and learnings to staff, MAAS audiences, communities and stakeholders.	Report annually to MAAS Trustees.	June annually	MAAS Director with support of MAAS RAP WG and MAAS RAP ATSIRG
	Annual public report of MAAS RAP achievements, challenges and learnings.	June annually	Head of Comms
Review, refresh and update RAP	Liaise quarterly with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	December 2018	MAAS RAP WG and MAAS RAP ATSIRG
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement biennially.	May 2019	Program Producer (Indigenous)

Contact

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Programs Producer (Indigenous)

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Related Museum plans, policies and procedures

- *Museum of Applied Arts and Sciences Act 1945* (NSW)
- *Museum of Applied Arts and Sciences Regulation 2012* (NSW)
- Australian Aboriginal and Torres Strait Islander Repatriation Policy
- Acquisition and Accession Policy
- Archives Policy
- Collection Information Management and Access Policy
- Collection Management Policy
- Conservation Policy
- Deaccession Policy
- Disposal Policy
- Incoming Loans Policy
- Outgoing Loans Policy
- Records Management Policy
- Research Library Policy
- Restitution Policy
- Storage and Access Policy
- Third Party Copyright Policy
- Claims Handling Procedures
- Incoming Loans Procedures

Other related documents

- United Nations Declaration on the Rights of Indigenous Peoples



Cover photo: *Stories of Yolngu*
by Wayne Quilliam

Adjunct Professor Wayne Quilliam is an Australian photographic artist and social commentator. As a photo-journalist he has recorded over 25 years of significant Indigenous events in Australia and thousands of community events throughout the country.

An Australian Aboriginal (Palawa) artist with over 150 exhibitions of his work at major cultural institutions throughout Australia, Europe, Asia-Pacific, the Middle East and the Americas, Wayne has been a featured artist with solo exhibitions of his work at the United Nations, New York and Geneva.

Wayne was NAIDOC Artist of the Year 2009 and has a range of prestigious citations including a Walkley Award.

Details correct at time of printing, May 2017.
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The Museum of Applied Arts and Sciences is an executive agency of the NSW Government.

