

(re)Mapping National Standards Pathways:
embedding First Peoples engagement in the National
Standards for Australian Museums and Galleries

PROJECT REPORT

*(re)Mapping National Standards Pathways:
embedding First Peoples engagement in the
National Standards for Australian Museums
and Galleries*

Prepared by:

Donna Biles Fernando with Debbie Abraham in consultation with a national Focus Group of First Peoples museum and gallery professionals.

Commissioned by:

Museums and Galleries Queensland on behalf of the National Taskforce for National Standards for Australian Museums and Galleries, comprising:

- Arts Tasmania
- ACT Museums & Galleries
- AMaGA Victoria
- History South Australia
- Museum and Art Gallery of the Northern Territory
- Museums & Galleries Queensland
- Museums & Galleries of NSW
- Western Australian Museum.

Funded by:

The Ian Potter Foundation

Warning: Aboriginal and Torres Strait Islander people are respectfully advised that this publication may contain references to deceased people. Where possible, permission has been sought to include their names and images.

© Donna Biles Fernando, Debbie Abraham and Commissioners, Museums and Galleries Queensland, 2022.

Contents

Acknowledgement

1. General

1.1	Glossary	6
1.2	Abbreviations	6

2. Overview of the Project

2.1	Planned Outcomes and Strategies	6
2.2	About <i>First Peoples: a roadmap for enhancing indigenous engagement with museums and galleries</i>	8
2.3	About the <i>National Standards for Australian Museums and Galleries</i>	9

3. Engagement Framework 10

4. Consultation

4.1	Processes	11
4.2	Feedback: Consultation and Selected Survey Results	12
4.2.1	About the national (re)mapping survey	12
4.2.2	Representation and opportunity through employment	13
4.2.3	Reconciliation Action Plans and organisational action plans	15
4.2.4	Policy and strategy	15
4.2.5	Advisory committees and board representation	16
4.2.6	Cultural safety	17
4.2.7	Cultural competency training	17
4.2.8	Programming and truth-telling	18
4.2.9	First Peoples access to collections	18
4.2.10	Repatriation of First Peoples Ancestral Remains, Secret/Sacred and cultural material	19
4.2.11	Acknowledgment of First Peoples and welcoming spaces	20
4.2.12	Retail operations	21
4.2.13	Use of the <i>First Peoples Roadmap</i> and the <i>National Standards</i>	21
4.2.14	(re)Mapping survey results against projected <i>First Peoples Roadmap</i> targets	22

5. Recommendations

5.1	Recommendations for Inclusion in the <i>National Standards</i>	23
5.1.1.	Preamble	23
5.1.2.	Managing the museum	23
5.1.3.	Involving people	24
5.1.4.	Developing a significant collection	25

5.2.	Recommended Additional Actions, Support and Training	
5.2.1	Summary	28
5.2.2	Employment audit of First Peoples working in the sector	28
5.2.3	Skills audit of First Peoples working in the sector	28
5.2.4	Employment strategies and support	28
5.2.5	A First Peoples national network	29
5.2.6	National cultural competency training accreditation	29
5.2.7	Strategies to support organisations in building better respectful reciprocal relationships	30
5.2.8	Support for repatriation of First Peoples Ancestral Remains, Secret/Sacred and cultural material	30
5.2.9	Training and support for Reconciliation Action Plan development	31
5.2.10	Promotion and support for the use of the <i>First Peoples Roadmap</i> and the <i>National Standards</i>	31
6.	Appendices	
6.1	People and Organisations Consulted	32
6.2	Additional Selected <i>(re)Mapping</i> Survey Data	34
6.3	Key References and Resources	36

Acknowledgement

WE PAY OUR RESPECTS to First Peoples Elders, past and present, and we respectfully acknowledge Aboriginal and Torres Strait Islander culture as the oldest continuing culture in the world.

We celebrate the diversity of language, culture, custom, ceremony and knowledge (Lore) of First Peoples as Traditional Owners, Custodians and communities with an ongoing connection across land and sea.

We also pay our respects to those First Peoples adversely impacted by the forced removal from their Country, family, community, language and culture. We acknowledge the intergenerational effect, and their ongoing journey towards reconnection and recognition.

We acknowledge that our museums, galleries and other arts and cultural organisations sit within unceded lands, and we respect the significant work First Peoples do as staff, consultants, knowledge holders, collaborators and creators within those organisations to support authentic cultural connections and truth-telling.

IN UNDERTAKING *(re)Mapping National Standards Pathways: embedding First Peoples engagement in the National Standards for Australian Museums and Galleries*, the consultants acknowledged the work commissioned by the Australian Museums and Galleries Association and carried out by Terri Janke and Company in developing *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries* (2018). The *Roadmap* is a purposeful and essential plan based on extensive research and consultation across the Country – it has been our guide and our inspiration.

To continue in the true spirit of consultation, a group of First Peoples museum and gallery professionals were brought together (see Appendices 6.1). The project would not have been possible without the support and expert guidance of each member of the group and we sincerely thank them for their vital and generous contribution throughout the process. All members gave of their time freely and enthusiastically, with essential support from their respective national and state organisations.

This way of working reflects the collective and genuine belief that we can move forward together to ensure strategies related to First Peoples engagement are firmly and practically embedded in the *National Standards for Australian Museums and Galleries*.

It also reinforces the desire to continue to work collaboratively towards an overall shared future, one in which our mutual histories embrace truth-telling with understanding, compassion and reverence, and one in which we look to arts and cultural organisations to lead the way openly and outwardly.

A heartfelt thanks to the organisations, including museums, galleries, arts centres, keeping places, and other arts/cultural organisations, whose management and staff contributed valuable data by completing the national survey and to the staff/volunteers we spoke to directly and/or emailed us.

A special thanks to the Commissioners, Museums and Galleries Queensland, particularly M&GQ staff at the time of the project, Tara Callaghan and Leisha Walker, for committing to this timely and much-needed review of the *National Standards*, and to the National Standards Taskforce for their overarching national support.

May 2022

1. General

1.1 GLOSSARY

- The use of ‘First Peoples’ throughout this survey refers to, and is interchangeable with, Aboriginal and/or Torres Strait Islander Peoples, First Nations Peoples and Indigenous Peoples.
- ‘Engagement’ refers to all levels of proactive engagement including consultation, decision-making, leadership, custodianship, involvement, agency.
- ‘Organisation’ is used to be inclusive of museums, galleries, keeping places, cultural centres, historical societies, contemporary art spaces, and other related organisations in the arts and cultural sector.

1.2. ABBREVIATIONS

AMaGA:	Australian Museums and Galleries Association
<i>First Peoples Roadmap or Roadmap:</i>	<i>First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries</i>
ICIP:	Indigenous Cultural and Intellectual Property
<i>National Standards:</i>	<i>National Standards for Australian Museums and Galleries</i>
RAP:	Reconciliation Action Plan
<i>(re)Mapping survey</i>	The national survey developed for the <i>(re)Mapping National Standards Pathways</i> project

2. Overview of the Project

2.1. PLANNED OUTCOMES AND STRATEGIES

THE PROJECT encompassed a review of the *National Standards for Australian Museums and Galleries* with an aim to embed strategies within the document’s guiding standards and benchmarks that support active and authentic engagement with First Peoples as identified in *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries* (2018).

The process embraced consultation and research informed by a national Focus Group of First Peoples professionals working in museums and galleries, as well as staff and volunteers working across the sector, including in museums, galleries, keeping places, cultural centres, historical societies, archives, universities and contemporary art spaces.

Consultation and research were underpinned by the work already carried out by Terri Janke and Company in developing the *First Peoples Roadmap*, the accompanying report, and the draft *Connecting Custodians* policy document, currently under national review through AMaGA.

In addition, further resources, support and training have been identified in the recommendations (5.2). Actioning these recommendations will ensure all levels of the sector commit to moving forward

together with the confidence to activate engagement with First Peoples knowledge holders, staff, audiences, collaborators, businesses, makers and community, with integrity, authenticity and with a sense of practical implementation and a shared future.

The THREE KEY OUTCOMES of this project were:

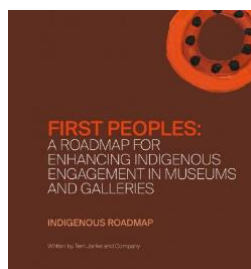
- recommended changes and additions to the *National Standards* which embed First Peoples engagement strategies as identified in the *First Peoples Roadmap* and through further consultation
- recommended actions, training and support needed to ensure proactive sector-wide implementation of First Peoples engagement strategies
- this report outlining the process and outcomes of the Project.

The key PROJECT STRATEGIES encompassed:

- working with a national Focus Group to inform the process and outcomes
- designing a national survey, focused on identifying levels of engagement, barriers and resources needed to support engagement with First Peoples, as well as the current use and understanding of the *First Peoples Roadmap* and the *National Standards*
- developing further consultative processes to expand the conversation to keeping places and cultural centres
- sharing information with the sector to ensure we move forward together towards authentic proactive engagement with First Peoples.

This project report, the recommended changes to the *National Standards* and the recommended current and future strategies and actions should be considered and actioned in reference to the *First Peoples Roadmap* and the draft *Connecting Custodians* policy.

2.2. ABOUT FIRST PEOPLES: A ROADMAP FOR ENHANCING INDIGENOUS ENGAGEMENT WITH MUSEUMS AND GALLERIES



A 10-YEAR PLAN was launched in 2019 by AMaGA, aimed at transforming the relationship between the museum and gallery sector and Aboriginal and Torres Strait Islander communities across the Country, informed by the *First Peoples Roadmap*, 2018.

The *First Peoples Roadmap* was developed and written over a two-year sector-wide extensive consultative process, by lawyer and First Peoples protocols specialist, Wuthathi/Meriam woman, Terri Janke (and Company) with a vision to be 'about changing interactions, communication, understandings and ultimately, the Australian view of First Peoples'.

At its heart the *First Peoples Roadmap*:

- commits the nation's museums and galleries to working hand-in-hand with First Peoples in the representation of their cultures and communities in these institutions
- sets new goals for professional opportunities for Aboriginal and Torres Strait Islander peoples in museums and galleries
- outlines strategies for involving communities in the ongoing stewardship of First Peoples collections.

In particular, the *First Peoples Roadmap* identifies five Key Elements for Change:

- *Reimagining Representation* by reflecting on past justices, acknowledging the role museums played in colonisation, amplifying First Peoples voices, and truth-telling across programming and operations
- *Embedding Indigenous Values into Museums and Galleries* by moving values away from Eurocentric foundations, introducing First Peoples values across museums and galleries, developing Reconciliation Action Plans, ensuring First Peoples representation on boards and the delivery of cultural competency training for all staff and volunteers
- *Increasing Indigenous Opportunity* by increasing First Peoples employment and providing leadership pathways, valuing and compensating knowledge and skills, and providing a culturally safe environment for staff retention
- *Two-way Caretaking of Cultural Material* by transitioning the care of First Peoples cultural materials into the hands of First Peoples, and ensuring community-identified care of cultural materials
- *Connecting with Indigenous Communities* by providing tools, skills, support and access to cultural material, and supporting appropriate repatriation and care for Ancestral Remains, Secret/Sacred and cultural material in the community.

As stated by Terri Janke about the launch of the *First Peoples Roadmap*, 'Today we are embarking on a 10-year program to transform the sector's relationships with Aboriginal and Torres Strait Islander people. The *Roadmap* establishes core principles for museums and galleries to work with Indigenous communities. Developing respectful and trusting relationships are key to transforming our cultural sector.'

<https://www.amaga.org.au/news/launching-first-peoples-roadmap-enhancing-indigenous-engagement-museums-and-galleries>

<https://www.amaga.org.au/shop/first-peoples-roadmap-enhancing-indigenous-engagement-museums-and-galleries-hardcopy-version>

https://www.amaga.org.au/sites/default/files/uploaded-content/website-content/recommendation_for_update_of_ccor_principles_final.pdf

2.3. ABOUT THE NATIONAL STANDARDS FOR AUSTRALIAN MUSEUMS AND GALLERIES



THE *NATIONAL STANDARDS for Australian Museums and Galleries* document was first developed in 2008 and reviewed between 2009 and 2016 through a collaborative process between the National Taskforce and associated museum and gallery professionals from across Australia, to ensure the currency of the identified resources.

The current version of the *National Standards* is being developed collaboratively by:

- Arts Tasmania
- ACT Museums & Galleries
- History SA
- Museum and Art Gallery of the Northern Territory
- Museum & Gallery Services Queensland
- Museums & Galleries of NSW
- Museums Australia (Victoria)
- Western Australian Museum

The *National Standards* focus on key areas of activity common to organisations that care for collections and provide collection-based services to the community. They are aimed at supporting museums and galleries in carrying out their day-to-day activities, meeting their responsibilities to their various stakeholders, attracting support, and achieving their other organisational objectives through nine guiding Principles, with each being articulated through a series of standards and benchmarks.

The *National Standards* are structured in three parts:

- *Managing the Museum*, which is concerned with various facets of museum and gallery management
- *Involving People* by focussing on the role of museums and galleries in engaging and involving visitors and the wider community
- *Developing a Significant Collection* through collection management and conservation.

Importantly, the *National Standards* were designed to offer organisations opportunities for development in the longer term, and can help organisations to identify priorities and develop policies, plans and procedures that will allow them to manage their activities effectively and to achieve their goals.

<https://magsq.com.au/national-standards/>

3. Engagement Framework

THE *FIRST PEOPLES ROADMAP* (and supporting research report) was the guiding framework for this current project. The draft *Connecting Custodians* policy was also referenced during the research phase, as an extension of the *First Peoples Roadmap*.

Within the *First Peoples Roadmap*, 18 Critical Pathways are recommended as the way forward to achieving best practice in the sector for enhancing First Peoples engagement. They can be grouped under the Five Key Elements for Change as follows:

1. *Reimagining Representation* by:
 - developing Statements of Reflection
 - amplifying truth-telling exhibitions
 - creating national coordinated programming.
2. *Embedding First Peoples Values into Museum and Gallery Business* by:
 - creating Reconciliation Action Plans
 - updating policies
 - developing ICIP protocols
 - running cultural competency workshops
 - supporting First Peoples led and designed projects.
3. *Increasing First Peoples Opportunity* by:
 - continuing to increase First Peoples employment
 - developing First Peoples education to employment opportunities
 - creating national First Peoples staff networks
 - championing First Peoples staff in leadership roles.
4. *Two-way Caretaking of Cultural Material* by:
 - identifying all cultural material and create inventories for First Peoples communities
 - creating workshops to train communities.
5. *Connecting with First Peoples Communities* by:
 - developing relationship agreements with First Peoples communities
 - developing partnerships with Aboriginal keeping places
 - establishing a National Keeping Place
 - repatriating all Ancestral Remains.

Within the *First Peoples Roadmap* and accompanying research report is an acknowledgment that not all organisations are at the same stage or level of engagement and policy development and/or implementation due to differing budgets, building/staff size, organisational structure, location and support networks. This also holds true for the *National Standards* as an industry manual for best practice and as an aspirational guide.

4. Consultation

4.1. PROCESSES

KEY TO PROJECT CONSULTATION was to ensure First Peoples voices were integral to shaping the process and outcomes. To guarantee this, and from the outset, the Focus Group was established by contacting 30 First Peoples professional staff members from 23 key museums and galleries in all of the states and territories across the Country, to gauge their interest and availability in contributing to the process.

From this initial contact, a representative group of 14 First Peoples staff came together in late October 2021, and a further three joined the group for the second round of meetings in early December 2021 to review the survey results and preliminary recommendations for the *National Standards*. The draft report and annotated recommendations for the *National Standards* were forwarded to the Group for feedback in mid-December. At this time three additional First Peoples staff joined the group to review the documents. Further opportunity for review was extended into the first few months of 2022.

During the initial consultative phase, the Council of Australian Museum Directors (CAMD) and the Council of Australian Art Museum Directors (CAAMD) were contacted to canvas their support for the project, including the survey and staff Focus Group involvement. Other groups and service organisations, such as Contemporary Art Organisations Australia, were contacted by either the National Taskforce or by the consultants to ensure participation in the survey.

PROJECT RESEARCH AND CONSULTATION were carried out in several phases.

- Analysis of the *First Peoples Roadmap* (and report) and draft *Connecting Custodians* policy.
- Actions and strategies were mapped across from the *Roadmap* to corresponding sections in *National Standards* to identify opportunities and gaps.
- The Focus Group met over four online meetings in late October 2021 to discuss the contents and key directions of the draft national survey prior to its being sent out the sector.

The *(re)Mapping* survey was designed to assess the current position of the sector against the targets set in the *First Peoples Roadmap*, particularly in the areas of employment, policy and programming. It encompassed questions around barriers to engagement and policy development, and resources/training needed to support First Peoples engagement policies, strategies and relationships.

In addition to the survey, areas for improvement were identified through discussion with the Focus Group, with many points echoed the *First Peoples Roadmap*. They are included in the recommendations.

The *(re)Mapping* survey was sent out via the National Taskforce networks, and to all organisations representing national, state, regional and local museums, galleries, contemporary art spaces and craft/design organisations and art centres.

- To establish a sense of the current connections between museums/galleries and keeping places/cultural centres, a shorter survey was conducted directly via phone with a number of keeping places and/or cultural centres across the Country.
- Other research was conducted via industry webinars and by accessing industry resources.
- The Focus Group met again to discuss the survey results and the draft recommendations for the *National Standards* in early December 2021.
- The National Taskforce, via the staff at M&G QLD, reviewed and monitored the project.

The consultants acknowledge face-to-face consultation and round-table discussions would have been a better consultative method for a project of this nature; however, as with many current projects under Covid restrictions, consultation was conducted via online meetings and phone conversations. The consultants also acknowledge not all First Peoples professional staff contacts were in a position to be able to contribute within the framework of the initial project, but all contacts were extended an invitation to forward feedback throughout the process.

4.2. FEEDBACK: CONSULTATION AND SELECTED SURVEY RESULTS

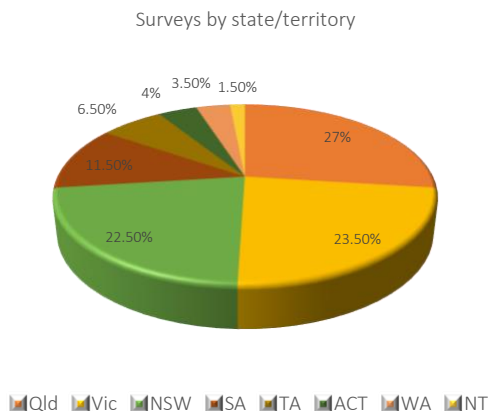
THE STRATEGIES AND ACTIONS identified within the *First Peoples Roadmap* were mapped against the *National Standards* and recommended changes submitted. The *(re)Mapping* survey results were also been taken into account when developing strategies and benchmarks for inclusion in the *National Standards*.

However, not all of the *First Peoples Roadmap* strategies and actions could be integrated within the *National Standards* format. Some, along with additional points, were identified by the Focus Group, as recommendations for further action or as support and/or training to assist organisations in engagement strategies.

NOTE: All data presented is indicative only, and rounded to the closest 0.5 %. Some data is illustrated throughout the report with additional data provided in Appendices 6.2.

4.2.1 About the national (re)mapping survey

THE (RE)MAPPING SURVEY was open over four weeks and promoted through national and state-based museum, gallery and other cultural sector organisations and service providers. A total of 211 organisations completed it, and staff and/or volunteers at a further six keeping places and cultural centres were contacted directly by the lead consultant.



ORGANISATIONS: 52% of the respondents were museums, 31% art galleries and 3% First Peoples cultural centres, and the remaining 27% was made up of historical societies, libraries, multi-arts/cultural centres, artist-run-spaces, contemporary art centres, university archives and local government cultural departments, among others.

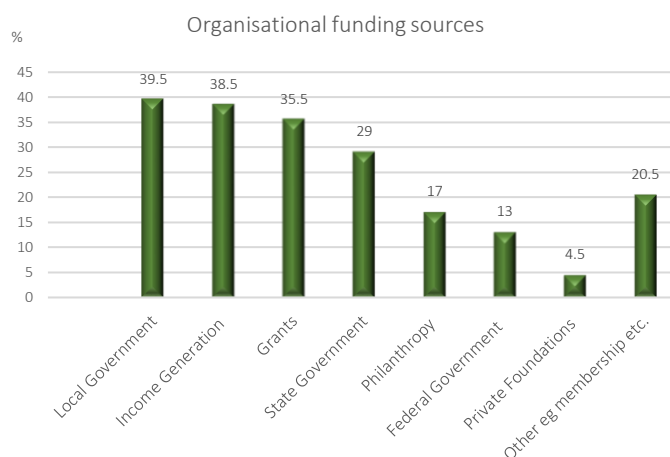
STAFF: Organisations employing staff represented 70% of the sample and volunteer-run, 30%.

LOCATION: Just over half of the respondents were from regional areas (57%), while 29% were situated in cities and 4% in remote areas.

90% of respondents were able to name the First Peoples Country in which their organisation is located.

FUNDING: Respondents were asked to nominate the three main funding sources. The highest was local government (39.5%), the next was income generation (38.5%), grants (35.5%), state government (29%), philanthropy (17%) and then federal government (13%). Other sources included membership, fundraising and donations.

This indicates the diversity in the survey sample.

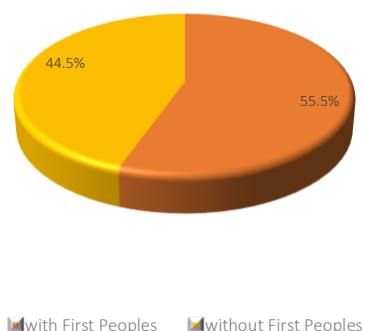


4.2.2 Representation and opportunity through employment

FIRST PEOPLES EMPLOYMENT across all levels of an organisation contributes to the cultural inclusiveness of a workplace, more meaningful and authentic engagement and strategy guidance, opportunity for greater programming representation and collection access and more welcoming and safe spaces for First Peoples cultural producers, creatives, communities and audiences.

EMPLOYMENT: The number, levels and areas in which First Peoples are employed was raised by the Focus Group as one of the most crucial issues and an area for improvement. This was supported by the *(re)Mapping* survey results.

Organisations with First Peoples staff

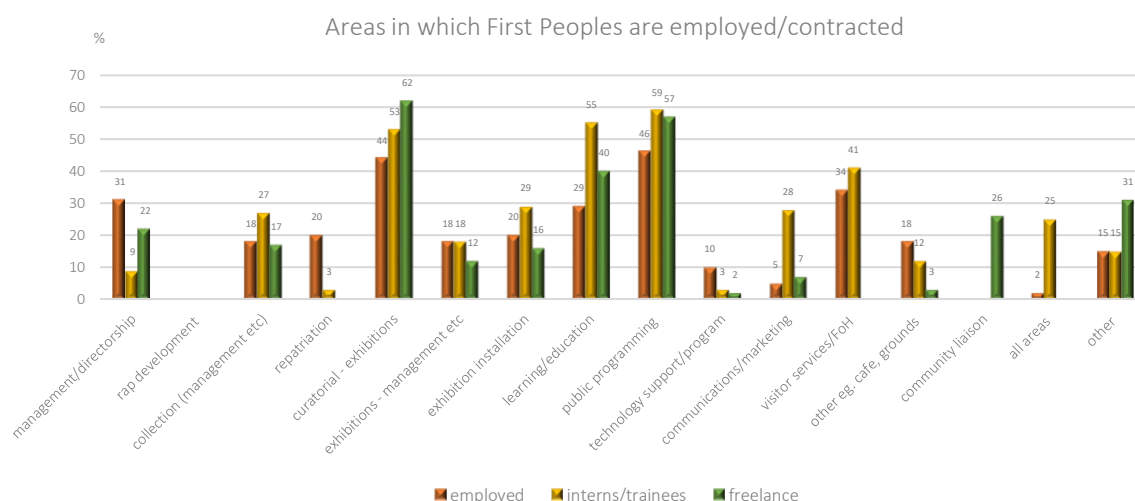


The sector must champion Indigenous people in executive roles, taking part in developing the organisation's strategy. Roadmap, p. 24

NUMBERS AND LEVELS: There are limited numbers of First Peoples employed across the sector; however, this is improving. At the time of writing the *First Peoples Roadmap*, 35% of surveyed organisations employed First Peoples staff, with 15% indicating some staff were at the executive level. In the *(re)Mapping* survey, 55.5% of respondent organisations employed First Peoples staff, with 26.5% of full-time roles designated as 'executive' level (see Appendices 6.2).

Support for education and training for Indigenous professional development should be encouraged. This should be across a range of areas including curatorial, museum studies, business management, marketing, digitisation and tech development, and conservation skills. Roadmap, p. 24

FUNDING: Roles are funded from a variety of sources with the majority of permanent (72%) and temporary (44%) being funded by the organisation, with grants at 13.5% for permanent staff and 26% for temporary staff. Private foundations and philanthropy are still low at this stage, with some organisations indicating funds were augmented or staff shared/supported through partnerships with tertiary institutions or other organisations.



AREAS OF EMPLOYMENT: The *(re)Mapping* survey also indicated that the majority of First Peoples were employed or contracted in curatorial or education/public programming areas, with almost 50% of organisations answering the question indicating First Peoples made up less than 5% of their organisation's total staff, with a further 28% indicating the figure was between 6% and 10%.

In terms of overall staffing levels, the survey sample included 20% of organisations with more than 70 staff, 19% with more than 20 staff (19%), and just over half with between 1 and 10 staff.

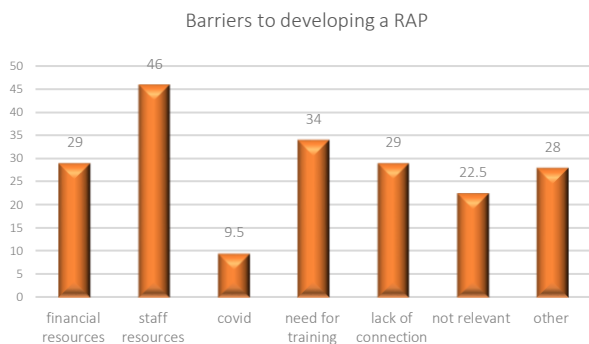
Particular SECTOR-WIDE CONCERNS related to First Peoples employment, and identified by the Focus Group were:

- low levels of permanent full-time employment opportunities
- low levels of staff
- the number of entry level positions outweighing executive/governance level positions
- the majority of roles were in the curatorial and programming areas
- funding for positions is often temporary or project based
- there is a high level of First Peoples staff turnover
- volunteers may often do the work of paid employees, or community members asked to work/consult without remuneration for their skills and knowledge
- a lack of leadership training and pathways for First Peoples
- a move towards unidentified positions, with First Peoples criteria stipulated as 'desirable' rather than 'essential'
- low levels of trainees and interns in the sector (36% of the organisations indicated current support for internship/traineeship programs)
- a lack of robust organisational connections for First Peoples across the sector including where to find specialist skills, such as conservation.

4.2.3 Reconciliation Action Plans and organisational action plans

RECONCILIATION ACTION PLANS have been identified as a key channel for embedding First Peoples strategies and engagement within organisations.

Not only are they [RAPs] there to support reconciliation – the coming together and understanding of a shared Australia – RAPs also provide a reporting mechanism which can be used by the organisation to track its commitments. Roadmap, p. 18



NUMBERS: At the time of the development of the *First Peoples Roadmap*, 21% of organisations consulted had a RAP, with a target of 50% of organisations by 2022. The *(re)Mapping* survey identified only 29% of organisations have a RAP, with the majority at the Reflect (32.5%) and Innovate (42.5%) stages and only 12.5% each at Stretch and Elevate stages.

BARRIERS: A number of (mostly) staffed organisations indicated a RAP was in development but many others, including volunteer organisations, identified several barriers to developing RAPs. They included limited staff resources (46%), a need for training (34%),

limited financial resources (29%), a lack of connection to local First Peoples (29%) and as not being relevant to the organisation (22.5%). Other reasons included the use or development of an internal action plan rather than RAP. This approach was also reiterated by some Focus Group members as a means of ensuring accountability and reporting.

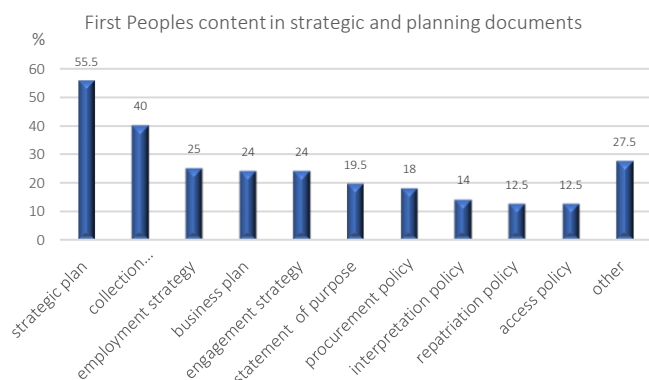
Further barriers were indicated by arts/cultural units within Local Government organisations including a lack of authority to develop a RAP, and in some cases, a lack of support from senior management and/or Councillors. However, others were working within the overarching Council endorsed RAP, while some were developing relationships with local First Peoples communities and/or engaging through more informal consultation.

4.2.4 Policy and strategy

FUNDAMENTAL TO EMBEDDING First Peoples engagement within an organisation's processes, directions, actions and outcomes is the development and implementation of a robust strategy and policy. To achieve this, First Peoples need to be involved throughout the development, implementation, review and evaluation stages, whether as staff, advisors, consultants, community and/or business stakeholders and as audience (through research and consultation). Engagement should also be informed by broader national and international policy and strategy, including Indigenous rights.

Museums and galleries must include policies that align to Indigenous rights documents, especially rights to Indigenous Cultural and Intellectual Property (ICIP), as per article 31 of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP). Roadmap, p. 19

ICIP: Another vital connection to ensuring the inclusion of ethical, legal and moral First Peoples content in policy and strategic documents, is to embrace Indigenous Cultural and Intellectual Property (ICIP) within the documents and/or a stand-alone ICIP policy. Only 10% of respondents indicated their organisation had an ICIP policy.



POLICY/STRATEGY CONTENT: From the data collected in the (re)mapping survey, inclusion of First Peoples content in policies and strategic documents is patchy across the sector, with just over half (55.5%) of the respondents indicating there was content in the organisation's strategic plan, 40% having content in collection documents, a quarter indicated content in their employment strategy, business and engagement plans, 19.5% in the statement of purpose and 18% in the procurement policy. These are indicative figures only, as not all organisations have the whole suite of documents, particularly, but not limited to volunteer-run organisations.

BARRIERS: Organisations indicated barriers to embedding First Peoples content within policy and strategic documents included: a lack of knowledge and awareness on the organisation's behalf; a lack of connection with First Peoples' communities; conducting engagement on a project rather than strategic basis; negative attitudes of governing boards; volunteer resistance; there is no need as First Peoples either have their own 'visible' services within the community; or First Peoples engagement is not seen as the organisation's core business.

4.2.5 Advisory committees and board representation

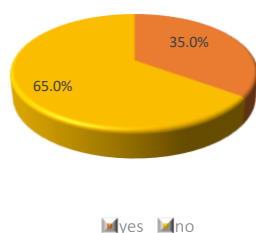
EMBEDDING engagement across the organisation can be strengthened and authentically informed through input from First Peoples within the organisation or externally through business and community representation. To facilitate participation on a strategic level, First Peoples representation on governing boards or overarching advisory committees is paramount, alongside in-house leadership roles. In addition, dedicated First Peoples committees can strengthen strategic and programming engagement.

To enable strategic focus on embedding Indigenous values into organisations, there should be a concerted effort from the sector to increase Indigenous people, and their effectiveness, on the boards of museums. Roadmap, p. 20

BOARD REPRESENTATION: Of the 67% of respondents with a governing board or overarching advisory committee, 43% indicated First Peoples representation on the board/committee, however the data indicates that the representation, in most cases (83%), is one person.

FIRST PEOPLES COMMITTEES: In the case of a dedicated First Peoples advisory committee or group, 35% of respondents indicated their organisation had formed a committee, with 34% of them appointed by government. 47% of the organisations paid fees to First Peoples on committees and/or boards. Only 60% of committees worked directly with the management team.

Organisations with a First Peoples committee



The value that Indigenous cultural advisors bring the museum and gallery sector as members of an advisory committee and as consultants, should be fairly compensated.... There is a lack of recognition of Indigenous knowledge that is being brought to the sector. Roadmap, p. 25

AREAS OF CONSULTATION: First Peoples committees were consulted on community engagement (61.5%), exhibitions (54%), learning/programming (44%), collection management (44%), management/policy (40%) and public art (36.5%).

4.2.6 Cultural safety

DISCUSSIONS WITH Focus Group members, other industry representatives and through channels such as industry webinars reinforced one of the key Elements for Change in the *First Peoples Roadmap* – the need to embed First Peoples values throughout organisational structures, policies and practices to ensure support for cultural safety for First Peoples staff, community, collaborators and audiences.

Museums and galleries must recognise that they are historically difficult spaces for Indigenous people to work. Indigenous people have dual responsibilities with obligations to community, as well as their professional roles. Roadmap, p. 20

CONCERNS: While it is acknowledged that some steps are being taken to ensure cultural competency training is being rolled out across the sector, there are also still concerns about cultural safety for First Peoples within organisations. They include:

- casual racism being apparent in the workplace
- isolation is can be felt because of a lack of understanding of cultural practices and connections and how they are integral to everyday life for First Peoples
- a lack of an understanding of the cultural and community responsibilities of First Peoples
- cultural (identity) fatigue building within the sector due to the enormous expectations on First Peoples to be the ‘font of all knowledge’ within their organisation about diverse and complex First Peoples cultures.

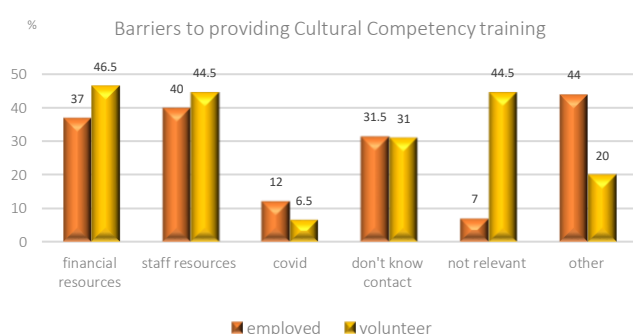
First Peoples staff are constantly asked for their input about First Peoples content and policy, and ‘are made subject matter experts on all things Blackfulla’ when it may be not their role, or is outside of cultural knowledge and/or bounds, to discuss.

Focus Group meeting, October 2021

4.2.7 Cultural competency training

ONE OF THE FUNDAMENTAL elements needed for an organisation to support a culturally safe workplace, strongly identified by the Focus Group, is cultural competency training.

NUMBERS TRAINED: Of the organisations surveyed, 57.5% of staffed organisations indicated they had provided cultural competency training while only 25% of volunteer-run organisations had trained workers. The percentage of staff trained varied across the respondents, with only 16% indicating all staff were trained.



BARRIERS: Organisations, both staffed and volunteer-run, indicated that barriers to providing training, frequently included a lack of financial and staff resources. A third of respondents indicated they didn't know who to contact for training, and a high percentage of volunteer-run (44.5%) organisations stated the training wasn't relevant for them.

This training should be centred around cultural awareness and competency. Staff members come from diverse cultures and employees should engage respectfully. Roadmap, p. 20

TARGETED TRAINING: Quality training is supplied via various public and private sector providers such as AIATSIS via AMaGA. However, Focus Group members expressed a need to roll out additional and targeted training encompassing local knowledge and community-specific components as well as organisational and skills-specific components, such as collection management, repatriation, and community engagement, embracing the diversity of staff employed and/or volunteering.

QUALITY: There were also instances outlined by the Focus Group where less qualified providers delivered inadequate, and possibly culturally inappropriate, training. This began a discussion within the Focus Group around the potential need for an accreditation program for Cultural Competency trainers and training courses, outlined in the Recommendations (5.2).

4.2.8 Programming and truth-telling

ONE OF THE KEY elements for change in the *First Peoples Roadmap* is ‘Reimagining Representation’ – programming across exhibitions, education, interpretation and events – the outward-facing component of engagement and representation, which should be underpinned by sound and inclusive policies and strategies.

CONTENT: According to data collected in the *(re)Mapping* survey, organisations are developing and presenting First Peoples exhibitions (84%) and education programs (72%) with almost corresponding levels of involvement of First Peoples in programming (86% and 73% respectively).

INVOLVEMENT: Organisations indicated a number of ways in which First Peoples were involved in exhibitions, with the most common being as artists or cultural producers (71%), as lenders (54%) and through community projects (51.5%). Organisations also consult with First Peoples staff from other organisations (35.5%), from keeping places, cultural centres or local Elders (36.5%), through First Peoples programming staff (34.5%), with other First Peoples staff from across the organisation (21.55%) and through dedicated advisory committees (20.5%).

The data collected about education and programming is similar to exhibitions in that First Peoples are involved as contracted presenters or researchers (66.5%), through community projects (51%), via keeping places, cultural centres or local Elders (44.5%), as First Peoples staff from across the organisation (36%), as First peoples programming staff (32%), as consultant First Peoples staff from other organisations (29%) and through the dedicated First people committee (29%) (see Appendices 6.2).

The challenge for the future is for museums and galleries to include Indigenous perspectives in all their exhibitions and programs. Roadmap, p. 19

AMPLIFICATION: Members of the Focus Group agreed that to move forward as a sector we need to develop and present programming that reflects authentic representation of First Peoples stories and living cultures. This can only be achieved through increased engagement of First Peoples as professional staff, artists, presenters, cultural producers, and community-based consultants/ collaborators.

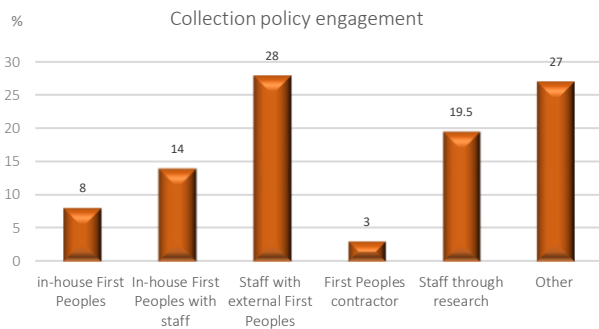
To amplify First Peoples voices and support truth-telling, active consultative processes should be employed throughout the project/programme phases – inception, development, presentation and evaluation. First Peoples culture and knowledge is integral to our shared history, arts, science, environment and contemporary life, and these authentic narratives should be integrated throughout our programming.

4.2.9 First Peoples access to collections

ACCORDING TO Article 31.1 of the United Nations Declaration on the Rights of Indigenous Peoples, First Peoples have the:

...right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.

Although some organisations are committed to collection access, there is still work to be done across the sector to develop policies, strategies and programming to facilitate access for First Peoples to cultural material held in collections.



CONTENT AND POLICY: According to *(re)Mapping* survey data, 80% of respondents have First Peoples cultural material in their collections. However, only 58.5% involved First Peoples in decision-making processes related to the way the materials are stored, handled and displayed and 36% with a collection policy, have included content related to First Peoples cultural materials and access.

INVOLVEMENT: On the whole, there are inadequate strategies and procedures in place supporting First Peoples involvement in, and access to, collections of cultural material. According to survey data, the ways in which First Peoples are involved in developing collection policies are:

non-Indigenous staff working with external First Peoples as an Advisory Committee (28%), non-Indigenous staff using research (19.5%), and First Peoples staff working with non-indigenous staff (14%). Other methods included external First Peoples contractors working with artists and their artwork.

DECISION-MAKING: 53% of respondents indicated First Peoples were involved in collection decision-making through volunteer groups such as local Elders or Local Aboriginal Land Councils, 40.5% indicated in-house First Peoples staff, 40.5% through First Peoples staff from other organisations, while 29.5% indicated First Peoples consultants and 26.5% through the First Peoples advisory committees.



Building relationships, understanding, opening up collections and working together will help to build trust and allow Indigenous peoples to have a say in how their cultural material is looked after. Roadmap, p. 30

ACCESS: Data related to collection access is more positive, with organisations indicating First Peoples have direct access to collection in storage (69%), on short- or long-term loans (31%), and through shared custodianship arrangements (14%); however, the majority of access is through in-house public exhibitions (72%), via digital information on websites (52%) and touring exhibitions (37%).

4.2.10 Repatriation of First Peoples Ancestral Remains, Secret/Sacred and cultural material

REPATRIATION of Ancestral Remains, Secret/Sacred and cultural material was a major concern and area of discussion in the Focus Group. The Group understand the processes are sensitive and complex, but they could be assisted by a cohesive approach and consistent legislation and guidelines across federal and state judications.

A multitude of culturally sensitive material is in the keeping of (mostly) museums, but also potentially art galleries and other cultural organisations, with, in some cases, limited in-house expertise and resources to adequately house, handle, and ultimately, in some cases, repatriate the material.

Instances were also cited of cultural material being left on organisations' doorsteps without any indication of provenance. This can leave First Peoples staff vulnerable to culturally sensitive, and

possibly inappropriate (for them), material. It also places a huge community responsibility on their shoulders.

.... The Executive don't understand – to them it's just part-and-parcel of my job.' Focus Group meeting, December 2021.

REPATRIATION POLICIES: In the (re)Mapping survey, only 12.5% of organisations indicated they had First Peoples content in a repatriation policy, which could, through the question structure, imply only 12.5% have repatriation policies.

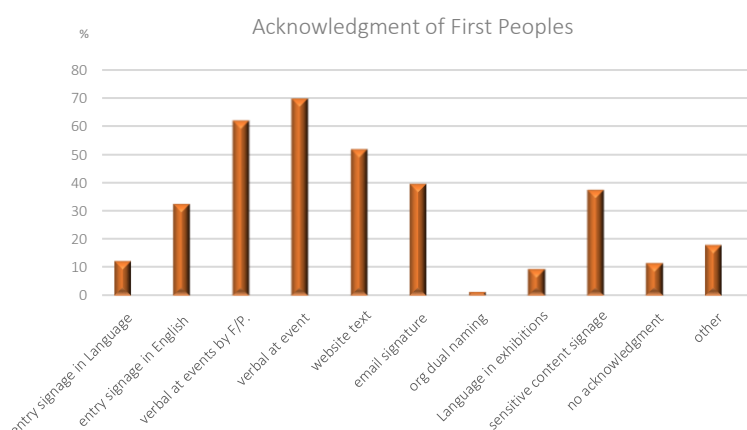
Repatriation of Indigenous cultural material is a big step towards self-determination for Indigenous people. Roadmap, p. 34

COORDINATED APPROACH: Members of the Focus Group expressed an urgent need for further coordinated national discussion on repatriation and how it can be adequately supported and funded through bilateral agreements across federal/state/territory government, with genuine and informed participation by First Peoples cultural sector professionals. In this way, Ancestral Remains, Secret/Sacred and cultural material across the sector, will be treated appropriately and with respect, while staff will be better supported in its handling, storage and return, and First Peoples staff more culturally supported throughout the process. This is particularly pertinent in the care and repatriation of Ancestral Remains.

Indigenous People are distressed by the display and research of Ancestral Remains. They call for return to Country, where possible. Roadmap p. 35

4.2.11 Acknowledgement of First Peoples and welcoming spaces

A RESPECTFUL, effective and relatively simple way in which to acknowledge First Peoples is through either an Acknowledgement or Welcome to Country and by using local language, where possible, throughout the venue and programs.



VERBAL: This is reflected in the (re)mapping survey results, as a high percentage of respondents indicated they verbally acknowledged First Peoples at events, as either delivered by a First Peoples representative (62%) or by a non-Indigenous person (70%).

DIGITAL: Online delivery is being implemented more throughout the sector; however, only 52% of organisations indicated they acknowledged First Peoples on their websites and 39.5% within their email signatures.

Progressive museums and galleries have focussed on making their spaces welcoming for Indigenous peoples ... As a first step, this is about respect and acknowledging Indigenous peoples as the first peoples of Australia. Roadmap, p. 21

OTHER WAYS: Other ways in which acknowledgement is happening include through physical signage in language and English (12%), in English only (32%), by including culturally sensitive signage in exhibitions (37.5%), and some (9%) through language in exhibitions. Other modes include dual naming of the organisation (1.5%), use of First Peoples displays and/or cultural materials at the entry point and use of language in publications.

4.2.12 Retail operations

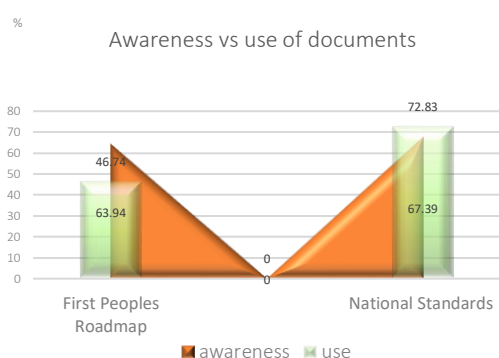
WITH A GROWING emphasis on income generation for organisations, the gift shop has become an important income-generating strategy, whether in-house and/or online. Survey data suggests 58% of gift shops stock First Peoples products, and in most part, products are being ethically sourced, with a large percentage from local creatives/cultural producers.

Museums and galleries should look at ways of connecting with local Indigenous communities and artists so they can sell local cultural material and art. They should also ensure they are a part of the Indigenous Code. Roadmap, p. 21

PRODUCT SOURCING: Organisations are sourcing First Peoples products for the gift shop in a number of ways. A high percentage (69.5%) indicated they sourced product directly from local First Peoples creatives/cultural producers and 53.5% indicated they sourced products directly from First Peoples creatives/cultural producers from further afield. Just less than half (43%) sourced through First Peoples-owned businesses, just over a quarter (28%) from businesses registered with the Indigenous Art Code, and less (18%) from businesses registered with Supply Nation. Just under 4% sourced stock via an independent distributor and were unaware of origins of the products they were sourcing.

Over half (59%) of the respondents were aware of the Indigenous Art Code and less than half (49%) were aware of Supply Nation.

4.2.13 Use of the *First Peoples Roadmap* and the *National Standards*



THERE IS SECTOR AWARENESS of the two key guiding documents: (64% for the *First Peoples Roadmap* and 67.5% for the *National Standards*). However, the *National Standards* are being used by 72%, while only 47% utilise the *First Peoples Roadmap*.

USES: The *First Peoples Roadmap* is primarily utilised to develop and/or improve overarching policies and procedures (79%), and more specifically to improve policies and practices about increasing First Peoples access to, and decision-making about, collections. To a lesser extent, the plan is used to develop an advisory committee (32%), develop leadership pathways for First Peoples (17%), and to develop trainees and internship programs (10.5%).

The Roadmap is an excellent plan for improving the sector's engagement with First Peoples, and has been a great introduction to thinking about our collection and how we should consider Indigenous content (of which there is very little) and engagement. (re)Mapping survey respondent

USES: The *National Standards* are primarily used as an aspirational document to improve governance and practices (68.5%), to improve collection management practices (58.5%), and to improve exhibition and programming practices (48.5%). To a lesser extent they are used to gain leverage with management to increase budget or improve facilities (23%), as a professional development for staff (24%) and to enhance grant/award applications (17%).

4.2.14. (Re)Mapping survey results against projected *First Peoples Roadmap* targets

COMPARISON DATA: The 2018 data for this table is based on research and a national survey conducted during the original *First Peoples Roadmap* project. For that project, four surveys were distributed with a total of 214 respondents. The 2021 figures are based on results from the national *(re)Mapping* survey, which attracted 211 respondents. The two surveys statistically could include some of the same respondents. The figures are drawn from known data and are indicative only.

AREA	2018 original Roadmap survey	2019 target	2021 (re)mapping survey
Organisations that implement the Indigenous Roadmap	-	100%	47%
Organisations with First Peoples staff members	38%	45%	55%
Percentage of staff on executive or leadership teams	15%	25%	26%
Organisations with staff who identify as First Peoples	16% with >3% First Peoples staff	20% with >3% First Peoples staff	14% with 3% First Peoples staff
The way organisations collect, hold and represent First Peoples cultural materials is rated as excellent	23%	25%	not asked
Organisations with a First Peoples curator	20%	50%	not asked
Organisations with a Reconciliation Action Plan	21%	50%	29%
How people in organisations rate the engagement with First Peoples	21% excellent	25% excellent	not asked
Organisations with a First Peoples Advisory Committee	23%	50%	29%
Organisations with First Peoples Board members	26%	50%	43%
Organisations with a policy regarding collection, storage and handling of First Peoples cultural material	64%	70%	40%
Organisations that have a policy regarding access to and management of First Peoples cultural material.	35%	50%	37%
Organisations that have or are developing a First Peoples procurement policy	18%	50%	18%
Organisations that have a policy for interpretation of First Peoples materials	13%	50%	14%
Organisations with First Peoples outreach/in-house programs	37%	50%	
Exhibitions			83%
Education/public programming			72%
Outreach			55%
Organisations that support First Peoples interns/mentees/students	23%	50%	36%

5 Recommendations

THE PROJECT RECOMMENDATIONS are divided into two sections:

- A summary of recommended INCLUSIONS IN THE *NATIONAL STANDARDS* and the links to the *First Peoples Roadmap*. An annotated version of the *National Standards* was submitted to the Commissioner with strategies embedded throughout.
- An outline of recommended FURTHER ACTIONS related to training, support and additional projects, including sourcing funding and brokering government partnerships. Some of the recommendations complement or reiterate actions and strategies in the *First Peoples Roadmap* and some further strengthen engagement possibilities.

THE *FIRST PEOPLES ROADMAP* and draft *Connecting Custodians* policy should be used as companion documents to the *National Standards*.

5.1 RECOMMENDATIONS FOR INCLUSION IN THE NATIONAL STANDARDS

The following points have been recommended either as Strategies, Benchmarks or Tips for inclusion in the *National Standards*. An annotated version of the *National Standards* has been forwarded to the Commissioner with more comprehensive inclusions.

5.1.1. Preamble

- Formal First Peoples Acknowledgement
- Acknowledgement of the work Terri Janke and Company have completed in developing the *First Peoples Roadmap*
- Appreciation for the role of the national Focus Group in the process of embedding First Peoples engagement throughout the *National Standards*
- Encouragement for a coordinated national accreditation program for the rollout of the updated *National Standards* and further promotion and support for the use of the *First Peoples Roadmap*
- Use of the term 'organisation' rather than museum or gallery to encompass all arts and cultural organisations, including keeping places and cultural centres, staffed and volunteer-run, that make up the sector
- Additional uses for the *National Standards* as embedding First Peoples engagement strategies and to ensure cultural appropriate and safe spaces.

5.1.2. Managing the museum

Links to *First Peoples Roadmap*:

- Embedding First Peoples values into museum and gallery business
- Two-way caretaking of cultural material
- Connecting with First Peoples communities.
- Ensure all policies, strategies, plans and procedures are culturally inclusive and embrace First Peoples engagement, consultation, procurement strategies and consider broader guiding policy and protocols documents, such as *United Nations Declaration of the Right of Indigenous Peoples*.

- Develop First Peoples engagement and interpretation policies and Reconciliation Action Plan (or related internal First Peoples Action Plan).
- Support cultural safety through including cultural competency training in all staff/volunteer inductions, while ensuring all staff are trained and training is updated on a regular basis.
- Establish consultative mechanisms such as a First Peoples Advisory Committee, to ensure community and cultural consultation and inclusiveness and to enhance all aspects of the organisation's governance, operations, programming and collection management, including fees for committee membership.
- Consideration for returning First Peoples cultural material as a part of the organisation's constitutional 'wind-up' clause, to First Peoples organisations and/or cultural custodians
- Ensure communication modes for digital or analogue records are accessible to communities and that any records pertaining to First Peoples cultural material are kept in a culturally appropriate manner.
- Ensure management board representation and recruitment processes are inclusive of cultural and gender diversity and that First Peoples are involved in recruitment processes.
- Develop mentoring for First Peoples to increase pathways to leadership.
- Ensure First Peoples are involved in storage and handling of their cultural material.
- Include First Peoples traditional/contemporary land management processes in any site management plans.
- Include ethical procurement of First Peoples products e.g. via Indigenous Art Code, in commercial plans and operations.

New Benchmarks:

- Organisations develop consultative mechanisms to ensure formal and active participation around governance, policies, procedures, in line with relevant and current cultural protocols.
- All workers are to undertake overarching and targeted cultural competency training to ensure they have an understanding of and regard for culturally safe workplaces, and respect for cultural protocols relevant to First Peoples.

5.1.3. Involving people

Links to *First Peoples Roadmap*:

- Reimagining representation
- Embedding First Peoples values into museum and gallery business
- Increasing First Peoples opportunity
- Two-way caretaking of cultural material
- Connecting with First Peoples communities.
- Develop First Peoples proactive consultative and co-designing processes for programming, particularly inclusive of truth-telling and language, with fee payment for work carried out.
- Plan for the inclusion of First Peoples celebratory and commemorative events in the organisation's annual programming in consultation with First Peoples.
- Involve First Peoples in program development and delivery, including interactive and digital presentation.

- Ensure two-way sharing and ethical approaches to research of First Peoples cultural material.
- Develop policies and procedures related to the ethical, legal and moral reproduction and replication of First Peoples cultural material.
- Consider First Peoples cultures as diverse, ongoing and as contemporary living cultures.
- Include First Peoples Acknowledgement e.g. on road signage and in-venue dual naming, using local language where possible.
- Develop audience engagement strategies aimed at building audiences, including First Peoples audiences and wider audiences for First Peoples programming and projects.

New Benchmarks:

- Develop a proactive First Peoples employment strategy to embed First Peoples voices and representation within the organisation's operations, governance, direction, collection management and programming, and provide leadership pathways.
- Strive to ensure First Peoples in the community have a clear and respected voice within the operations, governance, collection management and programming.
- Embed First Peoples exhibitions, displays and activities across the organisation's forward programming and planning.
- Develop a First Peoples interpretation policy and/or plan to ensure adequate guidelines and cultural appropriateness in collections, exhibitions, education and public programming.
- Consult First peoples to ensure programming is culturally appropriate and delivered ethically and authentically.

5.1.4. Developing a significant collection

Links to First Peoples Roadmap:

- Embedding First Peoples values into museum and gallery business
- Increasing First Peoples opportunity
- Two-way caretaking of cultural material
- Connecting with First Peoples communities.
- Consider colonial collecting practices and what that means for First Peoples.
- Consult with First Peoples about significance, care, conservation, access and display of cultural material in the collection, and embracing contemporary collection practices, including shared custodianship.
- Source appropriate legal and cultural support to ensure ethical cultural material transactions.
- Develop an Indigenous Cultural and Intellectual Property Policy.
- Consider the possible sensitivity and restricted access to some First Peoples cultural materials.
- Consult First People cultural custodians before digitising material.
- Provide outreach collection care workshops and/or support.

New Standard:

- The organisation facilitates access to collection materials as a public resource.

New Benchmarks:

- Access to First Peoples cultural material in the collection is actively promoted to First Peoples communities and facilitated by the organisation.
- Develop and implement policies, protocols and procedures around new technologies and digital access to First Peoples cultural materials in the collection.

New Standard:

- The organisation develops an understanding of, and implements its responsibilities to, the care, handling and storage of and/or return of First Peoples Ancestral Remains and Secret/Sacred and cultural material held in collections.

New Benchmarks:

- The acquisition policy clearly stipulates the organisation does not actively seek to acquire Ancestral Remains or Secret/Sacred material.
- An audit is prepared of all Ancestral Remains and Secret/Sacred material in the collection, including provenance.
- Develop a policy and procedure for managing the care and repatriation of Ancestral Remains, Secret/Sacred material and cultural material in line with federal government policies and state/territory government legislation and policies outlining:
 - consultation processes
 - protocols
 - storage and handling
 - locating custodians
 - priority material
 - communication channels and processes
 - physical processes of handing over remains and/or material
 - ceremonial considerations.
- First Peoples are consulted about the policy and procedures related to how and where Ancestral Remains, Secret/Sacred objects and cultural materials are stored and handled, as well as who should/can have access, and how.

5.2 RECOMMENDED ADDITIONAL ACTIONS, SUPPORT AND TRAINING

5.2.1 Summary

THE FOLLOWING RECOMMENDATIONS support and extend the possibilities of engagement with First Peoples within museums, galleries and other cultural organisations and reinforce what has already been articulated in the *First Peoples Roadmap*. If acted upon, they will support a way forward towards higher representation of First Peoples in our organisations and more robust and respectful relationships between First Peoples and non-Indigenous people, both within and outside of organisational structures.

A summary of the recommendations are as follows:

1. **EMPLOYMENT AUDIT OF FIRST PEOPLES WORKING IN THE SECTOR:** Sector service/support organisations undertake a sector-wide comprehensive audit of First Peoples staff, including numbers, levels, terms and funding sources, with a view to highlight shortfalls and improve employment opportunities.
2. **SKILLS AUDIT OF FIRST PEOPLES WORKING IN THE SECTOR:** Sector service organisations undertake a sector-wide comprehensive skills audit of First Peoples across the sector to be able to share skills/expertise and identify gaps for training and education.
3. **EMPLOYMENT STRATEGIES AND SUPPORT:** Museums, galleries and other arts/cultural organisations develop and implement a number of strategies to improve, increase and support First Peoples employment across the sector. This could also include an audit of First Peoples advisory groups and remunerated services.
4. **ESTABLISHING A NATIONAL NETWORK:** Sector service organisations facilitate a First Peoples national network, directed by First Peoples, with multiple forum opportunities to enable and accelerate change and improvement.
5. **ESTABLISH NATIONAL CULTURAL COMPETENCY ACCREDITATION:** In consultation with First Peoples, investigate ways in which to establish a cohesive national accreditation program for cultural competency (both providers and participants), and develop more targeted training for specialist areas of the sector.
6. **DEVELOP STRATEGIES TO BUILD BETTER RESPECTFUL RECIPROCAL RELATIONSHIPS:** Sector service/support organisations, in consultation with First Peoples, develop training programs and sector forums to support more reciprocal and respectful relationships and engagement strategies between organisations and First Peoples.
7. **SUPPORTING REPATRIATION:** Sector organisations lobby government to develop and fund more programs that support repatriation, on all levels.
8. **TRAINING AND SUPPORT FOR DEVELOPING RECONCILIATION ACTION PLANS:** Sector service organisations, in consultation with Reconciliation Australia, deliver more training and support for organisations to encourage the development of RAPs on all levels.
9. **PROMOTION OF KEY GUIDING DOCUMENTS:** Sector service organisations, develop promotional and more nationally coordinated and consistent *National Standards* accreditation programs, to encourage more organisations to utilise the *First Peoples Roadmap* and the *National Standards*.

5.2.2 Employment audit of First Peoples working in the sector

TO UNDERTAKE a sector-wide comprehensive audit to assess the levels, numbers and organisational status of employment for First Peoples across all museums and galleries – regional, state and national – with a view to highlight shortfalls and improve employment, training/education and contract opportunities. This could be undertaken by an industry service organisation or coordinated group of organisations and include an audit of First Peoples advisory groups and remuneration for services.

5.2.3 Skills audit of First Peoples working in the sector

TO UNDERTAKE a sector-wide comprehensive First Peoples skills audit across operations, programming, collection management, community/cultural engagement and strategy. It's envisaged the audit could translate into a database to be accessed by First People staff, as well as well as non-Indigenous staff, seeking specific and culturally appropriate policy, strategy, collection, project, and/or programming contractors and advice. This could be undertaken by an industry service organisation or group of organisations.

5.2.4 Employment strategies and support

EMPLOYMENT was discussed at length by the Focus Group as a crucial element in supporting engagement, representation and organisational cultural safety. The following strategies are strongly suggested for organisations to improve support and opportunity for First Peoples:

- Proactively developing and implementing First Peoples employment strategies, including identified positions across all areas of leadership, operations, collection management, communications, as well as programming, rather than concentrating employment opportunities in the curatorial and programming areas.
- Increasing full-time employment opportunities and organisational career pathways and expertise.
- Minimising the likelihood of 'cultural/identity fatigue' by determining organisational strategies to alleviate this situation. This could be achieved through instigating consultative mechanisms such as an advisory committee, or employing and/or contracting additional First Peoples. In this way, the responsibility can be shared and First Peoples staff will not be the only people approached as the main/only source of all First Peoples knowledge and expertise within their organisation.
- Involving First Peoples in developing and articulating role descriptions and sitting on selection panels as an integral component of First Peoples employment processes. This will ensure organisations move forward with the most appropriate and valuable roles for First Peoples and the organisation.
- Developing additional traineeship/internship programs across the sector, possibly as organisational partnerships with First Peoples organisations and funding bodies, to boost the numbers of interns/trainees, employment opportunities and expertise.
- Developing multifaceted mentorship programs which will boost the number of First Peoples in leadership (management, executive and board) roles, in addition to supervisory, programming and entry level roles. The program could take the form of in-house staff mentoring, cross-organisational staff mentoring or exchanges, funded mentorships and more support for First Peoples in targeted university courses. Training programs can only be successful with organisational and structural change and support.
- Boosting employment potential by connecting with government programs and strategies, such as the Community Development Program (CDP), the Federal Government's rural and remote employment and community development service which supports job seekers to build skills and addresses barriers to employment. Also, the Aboriginal Employment Strategy

(AES), which supports Aboriginal and Torres Strait Islander people into careers and during the employment journey by providing advice, mentoring and other specialist supports.

5.2.5 A First Peoples national network

THE NEED FOR A NATIONAL NETWORK for First Peoples staff, as identified in the *First Peoples Roadmap*, was reinforced during Focus Group meetings.

An accessible (both in terms of communications and fees) national network for First Peoples staff in museums, galleries, art centres, keeping places and cultural centres (at all levels) will be a culturally supportive space in which to share specialist knowledge, professional development, resources, cultural knowledge and employment and/or training/mentoring opportunities.

There is a need for Indigenous staff to have more opportunities to connect with each other across the sector to share experiences and support each other. Roadmap, p. 26

A network and associated forum/conference opportunities will support First Peoples staff – who can sometimes work in isolation within an organisation – to navigate and flourish within the structured framework, and will provide a forum through which informed organisational change and improvement can be affected from within.

There was also a call for time to be set aside at state and national sector conferences for forums on First Peoples and the *National Standards*, in particular how organisations can be held accountable for proactive engagement strategies and truth-telling programming. A further suggestion was to have a designated First Peoples break-out space, as well as well as closed conference sessions for First Peoples to discuss issues in a culturally safe space.

5.2.6 National cultural competency training accreditation

AN AMBITIOUS APPROACH to providing a cohesive ongoing accredited cultural competency training program was recommended by members of the Focus Group, where not only the participant is awarded accreditation but also the person/organisation delivering the training has the accredited and appropriate level of cultural knowledge and expertise to present the content. It is acknowledged that this will be a complex process.

This accreditation would be on several levels including overarching cultural competency training and targeted training in the areas of collections management, repatriation of cultural material and engagement programs. The training should also be tailored to encompass local knowledge and cultures through engaging local cultural custodians. To assist in developing understanding and acknowledgement of Australia's racist/colonial history and how it impacts the present, elements of critical race theory could also be incorporated.

Training should be updated annually to ensure all organisational staff are captured within the framework and that training embraces the continuing and evolving First Peoples cultures and developing organisational structures/cultures. Government funding programs should be developed to support training packages.

To assist with a consistent national training rollout, a comprehensive audit of current training, as well as a more rigorous approach to promotion of the importance of cultural competency training, should be undertaken.

5.2.7 Strategies to support organisations in building better respectful reciprocal relationships

RESPECTFUL RECIPROCAL PARTNERSHIPS between First Peoples communities and organisations can lead to meaningful, authentic and ethical collection practices, joint strategy development and co-designed programs and projects, as well as enhanced experiences for everyone involved, including staff, community and audiences.

Museums should take the opportunity to form partnerships with Indigenous entities working in arts, language, science and culture, that have mutual benefits, whilst at the same time achieving the outcome of raising awareness of the region and its stories. Roadmap, p. 27

To build a relationship, time, respect and adequate resources are needed, as is a genuine desire for consultation and collaboration, for both the organisation and First Peoples community/ies. Ongoing communication, transparency and flexibility are important, as are levels of expectation, to cement a relationship and build trust.

The *(re)Mapping* survey data suggests engagement with First Peoples within organisations would be facilitated by cultural awareness and community engagement training. This would be particularly beneficial for smaller museums and galleries to ensure respectful and authentic working partnerships with local communities.

Some representatives of small organisations indicated that they did not see First Peoples programming and strategies as relevant to their core business. On the other hand, some respondents expressed a desire for connections to improve their programs, but also assumed it was up to First People to approach them if they wanted a relationship.

Training and support would benefit organisations that may lack the tools, including the confidence and understanding, to be able to connect with First Peoples communities.

As conduits to the sector, service organisations could include a series of informal knowledge-sharing forums between organisations and First Peoples in their training programs. Case studies, especially between organisations and keeping places and/or cultural centres, could be used to demonstrate the strategies and outcomes (and learnings). The aim is to build and strengthen much-needed community engagement skills, leading to more respectful relationships, culturally appropriate behaviours and decision-making processes on all levels.

Staff and volunteers of most of the keeping places and cultural centres consulted indicated they had contact with a larger organisation for skills development or co-designed projects, with some indicating staff/volunteers were accessed in an advisory capacity for organisations. Most also expressed the importance of direct contact – either face-to-face, phone or online conferencing – as being more comfortable and culturally safe for them.

The New South Wales cultural centres and keeping places were able to tap directly into First Peoples shared expertise through ACCHAA (Aboriginal Culture, Heritage and Arts Association).

5.2.8 Support for repatriation of First Peoples Ancestral Remains, Secret/Sacred and cultural material

COLONIAL COLLECTING PRACTICES have led to Ancestral Remains, Secret/Sacred and cultural material being held in collections with, in some cases, questionable provenance.

To ensure a national and cohesive approach, it is recommended sector service organisations, museums, galleries and other arts/cultural organisations lobby government to bring together national, state and territory legislation, policy and guidelines into one cohesive set of documents. In this way, organisations and First Peoples communities will be clearly supported in undertaking culturally sensitive, legal, ethical and moral repatriation practices of Ancestral Remains, Secret/Sacred and cultural material.

It is also strongly recommended that a substantial and coordinated program of government funding be developed to support repatriation work.

The initial framework and ongoing development of such a project should be guided by First Peoples consultation, including museum/ gallery professionals, cultural custodians and knowledge holders, lawyers, policy specialists and community engagement experts with government representatives, to ensure appropriate and culturally sensitive action, informed by the people facilitating repatriation programs.

This would significantly assist the process of repatriation, particularly when it is appropriate for Ancestral Remains and/or cultural material to cross borders, national and international.

In turn, a cohesive approach to repatriation will assist in the development of consistent organisational repatriation policies and enhance cultural safety and support for both staff and communities working within the process.

5.2.9 Training and support for Reconciliation Action Plan development

TO ENCOURAGE and support organisations to develop RAPs and to implement further training programs and support/advice mechanisms. Plans should be based on sound consultation and clear achievable targets, in line with the *First Peoples Roadmap* and Reconciliation Australia. In addition, once targets are achieved, plans should be pushed to the next level of possibility and accountability.

It was also suggested a more achievable approach, particularly for smaller and/or volunteer-run organisations, in terms of immediate target tracking and accountability, would be to develop an internal First Peoples action and/or engagement plan.

A RAP, together with an internal action/engagement plan, could work hand-in-hand as internal and external commitment and reporting tools.

Training and support are needed generally, for policy and strategy development, to ensure First Peoples content is included.

5.2.10 Promotion and support for the use of the *First Peoples Roadmap* and the *National Standards*

THE FOCUS GROUP questioned how the sector could be encouraged to, and held accountable for, embedding engagement with First Peoples.

The most obvious solution is for state, territory and national sector service organisations to develop more rigorous promotional strategies, training schedules and accreditation programs to encourage and monitor the use of both the *National Standards* and the *First Peoples Roadmap*, as important guiding documents for small medium and larger organisations.

Funding bodies could also refer to *Roadmap* strategies and when launched in late 2022, *National Standards* strategies, in application and negotiation processes.

6. Appendices

6.1 PEOPLE AND ORGANISATIONS CONSULTED

People

THE CONSULTATIVE PROCESS was national, and embraced museums, galleries, service organisations, craft/design centres, keeping places, cultural centres, arts centres and contemporary art spaces and historical societies.

The key conduit for the consultative process was the First Peoples Focus Group, comprising 19 First Peoples professional staff from national and state museums and galleries across the Country:

- Ali Abdullah-Highfold, Family and Community History Consultant, South Australian Museum, SA
- Tina Baum, Curator of Aboriginal and Torres Strait Islander Art, National Gallery of Australia, ACT Clothilde Bullen, Curator and Head of Indigenous Programs, Art Gallery of Western Australia, WA
- Nici Cumpston, Artistic Director Tarnanthi, Curator Aboriginal and Torres Strait Islander Art, Art Gallery of South Australia, SA
- Katina Davidson, Curator Indigenous Australian Art, Queensland Art Gallery and Gallery of Modern Art (QAGOMA), QLD
- Lea Gardam, Archives Collection Manager, South Australian Museum, SA
- Francisco Gorey, Museum and Art Gallery of the Northern Territory, NT
- Julie Gough, Curator First Peoples Art and Culture, Tasmanian Museum and Art Gallery, TAS
- Bruce Johnson-McLean, Director of Indigenous Engagement, National Gallery Australia, ACT
- Laura McBride, Director First Nations, Australian Museum, NSW
- Steve Miller, Manager Aboriginal Sector, Museums and Galleries NSW
- Kimberley Moulton, Senior Curator South Eastern Aboriginal Collections, Museums Victoria, VIC
- Cara Pinchbeck, Senior Curator Aboriginal and Torres Strait Islander Art, Art Gallery of New South Wales, NSW
- Matthew Poll, Manager Indigenous Programs, Australian National Maritime Museum, NSW
- Avril Quail, Acting Head, Aboriginal and Torres Strait Islander Engagement, Collections and History, South Bank, QLD
- Rebekah Raymond, Curator of Aboriginal Art and Material Culture, Museum and Art Gallery of the Northern Territory, NT
- Jared Thomas, Research Fellow Aboriginal and Torres Strait Islander Material Culture and Art, South Australian Museum, SA
- Dany Williams, Manager Repatriation, Queensland Museum and Queensland Museum Network, QLD
- Eva Wilson, Aboriginal Education Program Coordinator, South Australian Museum, SA

Organisations

DIRECT CONSULTATION with staff and volunteers at keeping places and cultural centres:

- Baluk Arts, VIC
- Krowathunkooloong GEGA, VIC
- Brewarrina Cultural Centre, NSW
- Mirndiyan Gununa, Mornington Islands, QLD
- Yarkuwa, Indigenous Knowledge Centre, Aboriginal Corporation, NSW
- Yarrawarra Aboriginal Cultural Centre, NSW

The *(re)Mapping* survey was distributed by the consultants through:

- Council of Australian Art Museum Directors (CAAMD)
- Council of Australian Museum Directors (CAMD)
- Contemporary Arts Organisations Australia (CAOA)

The National Standards Taskforce distributed the survey to their own state/territory networks as well as the following:

- AMaGA, National Office, Canberra
- AMaGA, Queensland
- AMaGA Tasmania
- AMaGA Victoria
- AMaGA WA
- Public Galleries Victoria
- Regional and Public Galleries, New South Wales
- Regional Galleries, South Australia
- Artback Northern Territory
- NETS Victoria
- Country Arts South Australia
- Contemporary Art Tasmania
- Art on the Move, Western Australia
- National Trust ACT
- National Trust South Australia
- National Trust Tasmania
- National Trust Victoria
- National Trust Western Australia

Consultants

THE CONSULTANTS initially worked together on First Peoples strategies, consultation and programming for over 20 years at the Museum of Art and Culture *yapang*, formerly Lake Macquarie City Art Gallery, through the Aboriginal Reference Group. Debbie Abraham was the Director of MAC *yapang* (2000–2020) and established the Aboriginal Reference Group in 2000, of which Donna Biles Fernando was one of the founding members.

Donna Biles Fernando has taken the lead role within this consultancy. As an Aboriginal woman of the Muruwari and Ngemba People, she has brought to the project her cultural knowledge, kinship, professional connections, and her extensive experience in consultative process and exhibition development.

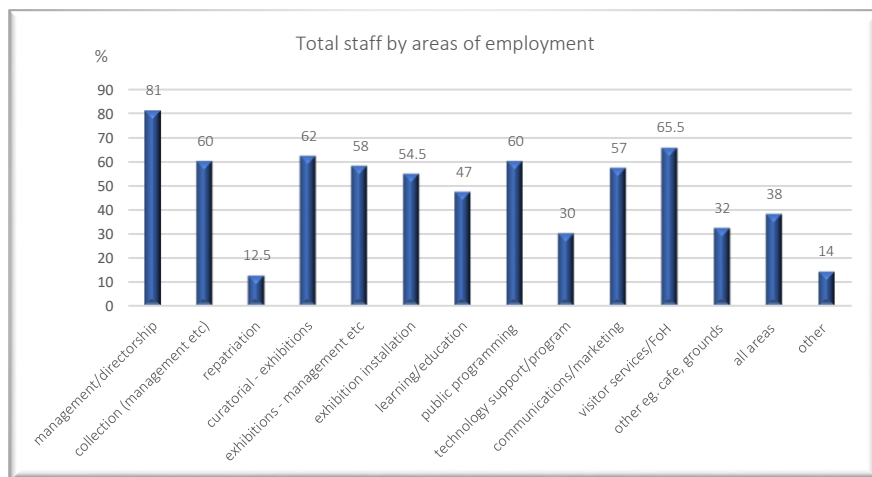
Donna has worked across several Federal Government bodies, specifically First Peoples policy and education for over 25 years, including Aboriginal and Torres Strait Islander Commission, Department of Human Services and University of New South Wales, with the most significant being her work on the Australian Human Rights Commission report, 'Bringing Them Home' (1997).

As one of the founding members of the ARG, Donna's contribution included developing protocols, policy and projects encompassing her work on the initial *yapang Consultation, Governance and Programming Framework* and her role on the MAC *yapang* Advisory Committee. Her exhibition credits are numerous and she is also widely engaged with museums and galleries as a consultant and cultural advisor for First People's communities, organisations and artists.

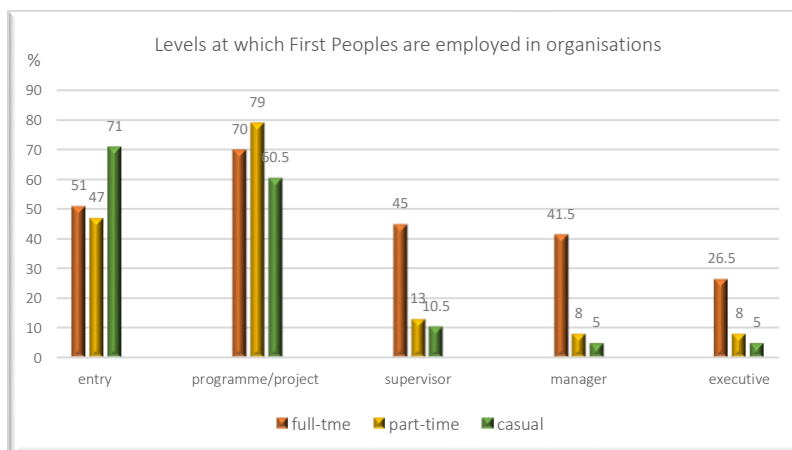
6.2 ADDITIONAL SELECTED (RE)MAPPING SURVEY DATA

ADDITIONAL SURVEY DATA is provided below.

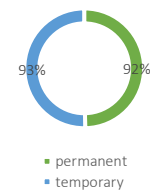
Organisations



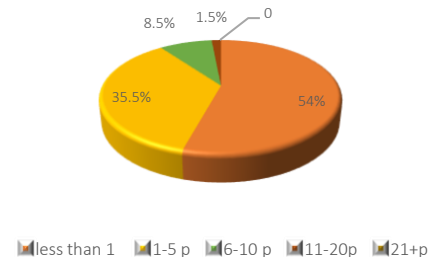
Employment levels and numbers



Ratio of permanent vs temporary funded First Peoples roles

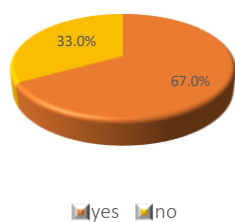


Identified First Peoples positions

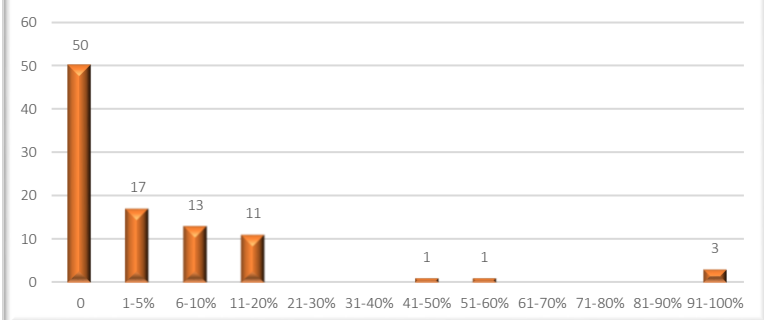


Boards and advisory committees

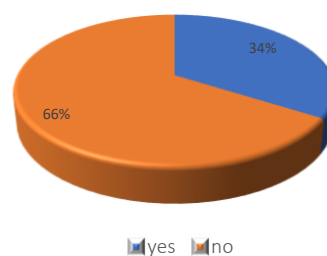
Organisations with a Board



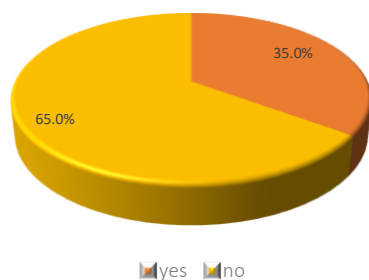
% of First Peoples on Boards



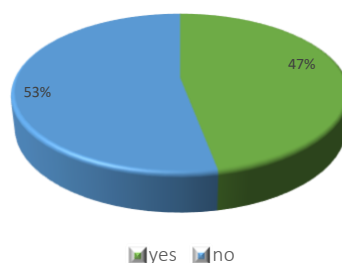
Government-appointed committees



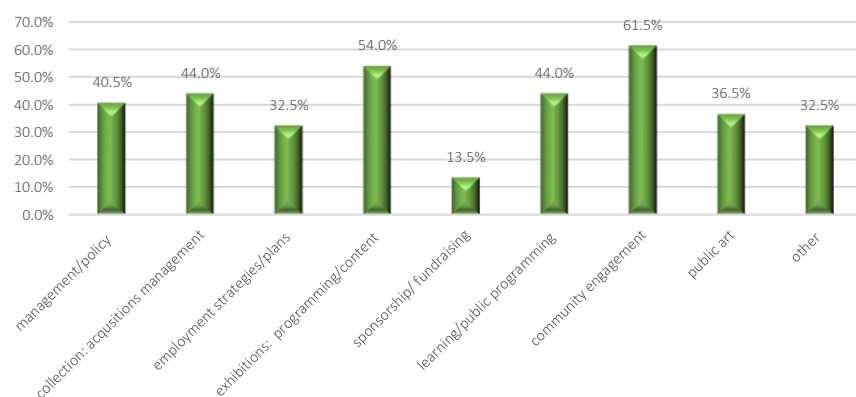
Organisations with a First Peoples committee



% of paid committee members



Areas in which First Peoples committees advise



6.3 KEY RESOURCES AND REFERENCES

Webinars

AMaGA, *Implementing the Indigenous Roadmap* (Debbie Abraham, guest panellist with Marcus Hughes and Katie Russell), 25 November 2021.

ArtSpace, *Aftershocks: Art, Disruption and Provocation*, keynote panel discussion with Tony Albert, Laura Raicovich, Jarrod Rawlins, Natasha Bullock with moderator Alexie Glass-Kantor, 16 November 2021.

Create NSW, *Create Ideas: Exploring the Future- Museum Protocols and Practices*, panellists: Aunty Jeanette Crew OAM and David Crew, Djon Mundine OAM, Alison Williams and Matt Poll with moderator Colin Kinchela, 5 October 2021.

Flying Arts, *Safe Work Practices: Cultural Safety*, Debbie Abraham, Tara Callaghan and Donna Biles Fernando, 30 September 2021.

Websites, articles and resources

American Society for Information Science and Technology, *Digitised Indigenous knowledge in cultural heritage organisations in Australia and New Zealand: An examination of policy and protocols*, Kirsten D, Francis and Chern Li Liew.

<https://asistdl.onlinelibrary.wiley.com/doi/full/10.1002/meet.2009.145046025>

Australia Council for the Arts, *Building Audiences: Aboriginal and Torres Strait Islander Arts*, 2015

<https://australiacouncil.gov.au/wp-content/uploads/2021/07/building-audiences-australia-c-55d50950f340d.pdf>

Australia Council for the Arts, *Essential governance practices for arts organisations*, January 2021

<https://australiacouncil.gov.au/workspace/uploads/files/essential-governance-practices-report-1.pdf>

Australia Council for the Arts, *COVID 19, Guide to Government Assistance for the Arts*, 2021

<https://australiacouncil.gov.au/wp-content/uploads/2021/08/Guide-to-Government-COVID-19-Assistance-for-the-Arts-2021.pdf>

Australia Council for the Arts, *Living Culture: First Nations Arts Participation and Wellbeing*, 2017

<https://australiacouncil.gov.au/advocacy-and-research/living-culture/>

Australia Council of the Arts, *Protocols for using First Nations Cultural and Intellectual Property in the Arts*, Surry Hills, NSW 2009

<https://australiacouncil.gov.au/investment-and-development/protocols-and-resources/protocols-for-using-first-nations-cultural-and-intellectual-property-in-the-arts/>

Australian Government: Australian Public Service Commission, *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy*, 2020-2024

<https://www.apsc.gov.au/working-aps/diversity-and-inclusion/indigenous-capability-agency-portal/commonwealth-aboriginal-and-torres-strait-islander-workforce-strategy-2020-2024>

Department of Prime Minister and Cabinet, *Communicating with Aboriginal and Torres Strait Islander Audiences*, 2016

<https://www.pmc.gov.au/resource-centre/indigenous-affairs/communicating-aboriginal-and-torres-strait-islander-audiences>

Australian Government; Department of Agriculture, Water and Environment, *Indigenous Land Management in Australia; Extent, Scope, Diversity, Barriers and success factors*, 2013)

<https://www.awe.gov.au/sites/default/files/sitecollectiondocuments/natural-resources/landcare/submissions/ilm-report.pdf>

Australian Government; Department of Finance, *Indigenous Procurement Policy (IPP)*, 2020

<https://www.finance.gov.au/government/procurement/clausebank/indigenous-procurement-policy-ipp>

Australian Government, *Protection of Movable Cultural Heritage Act* 1986

No. 11, 1986 as amended (2014)
<https://www.legislation.gov.au/Details/C2014C00597>

Australian Government; *Office for the Arts, Advisory Committee for Indigenous Repatriation*
<https://www.arts.gov.au/what-we-do/cultural-heritage/indigenous-repatriation/advisory-committee-indigenous-repatriation>

Australian Government Office for the Arts, *Indigenous Repatriation*
<https://www.arts.gov.au/what-we-do/cultural-heritage/indigenous-repatriation>

Australian Government; Office for the Arts, *National Indigenous Visual Arts Action Plan, 2021–25*
<https://www.arts.gov.au/what-we-do/national-indigenous-visual-arts-action-plan-2021-25>

Australian Government, *Style Guide, Aboriginal and Torres Strait Islander peoples*
<https://www.stylemanual.gov.au/accessible-and-inclusive-content/inclusive-language/aboriginal-and-torres-strait-islander-peoples>

Australian Institute of Aboriginal and Torres Strait Islander Studies
<https://aiatsis.gov.au>

Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), *Guidelines for Ethical Research in Australian Indigenous Studies*
<https://aiatsis.gov.au/sites/default/files/2020-09/gerais.pdf>

Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), *Core Cultural Learning; Aboriginal and Torres Strait Islander Australia* (2021)
<https://aiatsis.gov.au/about/what-we-do/core-cultural-learning>

Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), *Pathways: Gateway to the AIATSIS Thesauri*
<http://www1.aiatsis.gov.au/thesaurus/>

Australian Institute for Disaster Resilience, *Our Knowledge Our Way in Caring for Country: Indigenous-led approaches to strengthening and sharing our knowledge for land and sea management*
https://www.aidr.org.au/media/8180/okow-guidelines_full.pdf

Australian Institute of Health and Welfare, *Engaging with Indigenous Australia—exploring the conditions for effective relationships with Aboriginal and Torres Strait Islander communities*, Issues paper no. 5 produced for the Closing the Gap Clearinghouse
<https://www.aihw.gov.au/reports/indigenous-australians/engaging-with-indigenous-australia-exploring-the-summary>

Australian Museum and Galleries Association (AMaGA), *Cultural Capability Training*, 2020
<https://www.amaga.org.au/news/cultural-capability-training>

Australian Museums and Galleries Association (AMaGA), *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries*
[First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries - Hardcopy Version - Australian Museums and Galleries Association Inc \(amaga.org.au\)](https://www.amaga.org.au/first-peoples-a-roadmap-for-enhancing-indigenous-engagement-in-museums-and-galleries-hardcopy-version)

British Museum, *Regarding the Dead: Human Remains in the British Museum*, 2019
https://www.britishmuseum.org/sites/default/files/2019-11/Regarding-the-Dead_02102015.pdf

Canadian Government, *Caring for sacred and culturally sensitive objects*
<https://www.canada.ca/en/conservation-institute/services/preventive-conservation/guidelines-collections/caring-sacred-culturally-sensitive-objects.html>

Create NSW, *Aboriginal Arts and Culture Protocols*, 2020
create.nsw.gov.au/arts-in-nsw/aboriginal-arts-and-culture-protocols

Hirtle, Hudson & Kenyon, *Copyright and Cultural Institutions; Copyright and Cultural Institutions: Guidelines for Digitisations*, 2009

<https://law.unimelb.edu.au/centres/cmcl/research/publications/copyright-and-cultural-institutions-guidelines-for-digitisations>

Indigenous Art Code
<https://indigenousartcode.org/>

Kearney & Janke, *Rights to Culture: Indigenous Cultural and Intellectual Property (ICIP), Copyright and Protocols*, 2020
<https://www.terrijanke.com.au/post/2018/01/29/rights-to-culture-indigenous-cultural-and-intellectual-property-icip-copyright-and-protoc>

Medical Journal of Australia, *Indirect impacts of COVID 19 on Aboriginal communities across New South Wales*, Volume 214, Issue 5
<https://www.mja.com.au/journal/2021/214/5/indirect-impacts-covid-19-aboriginal-communities-across-new-south-wales>

Mokak, *Change the Conversation from Surviving to Thriving*, 2019
<https://visualarts.net.au/news-opinion/2019/change-conversation-surviving-thriving/>

Museums Association, *Supporting Decolonisation in Museums*, 2021
<https://www.museumsassociation.org/campaigns/decolonising-museums/supporting-decolonisation-in-museums/>

Museums Australia, *Continuous Cultures; Ongoing Responsibilities Principles and guidelines for Australian museums working with Aboriginal and Torres Strait Islander cultural heritage*, 2005
https://www.amaga.org.au/sites/default/files/uploaded-content/website-content/SubmissionsPolicies/continuous_cultures_ongoing_responsibilities_2005.pdf

Museums & Galleries NSW, *Engaging Art; How to conduct audience research*
<https://mgns.org.au/sector/resources/online-resources/visitor-experience/how-conduct-audience-research/>

National Aboriginal and Torres Strait Islander Legal Services
<https://www.natsils.org.au/>

National Gallery of Australia, *Indigenous Arts Leadership Program*
<https://nga.gov.au/first-nations/indigenous-arts-leadership/leadership-program/>

National Museum of Australia, *Repatriation Handbook* (chapter 11: Packing of Ancestral Remains for Repatriation)
https://www.nma.gov.au/_data/assets/pdf_file/0009/734796/NMA-Repatriation-handbook.pdf

NSW Government, *Aboriginal Procurement Policy* (buy.nsw), 2020
<https://buy.nsw.gov.au/policy-library/policies/aboriginal-procurement-policy>

NSW Government: Public Service Commission, *Aboriginal Employment Strategy*, 2019-2025
<https://www.psc.nsw.gov.au/culture-and-inclusion/aboriginal-workforce/aboriginal-employment-strategy>

NSW Government: SafeWork, *Culturally Safe Workplaces*
<https://www.safework.nsw.gov.au/safety-starts-here/our-aboriginal-program/culturally-safe-workplaces>

Pickering & Gordon, *Repatriation: the end of the beginning* National Museum of Australia
https://nma.gov.au/research/understanding-museums/MPickering_PGordon_2011.html

Pickering, *A Repatriation Handbook: A guide to repatriating Australian Aboriginal and Torres Strait Islander Ancestral Remains*, 2020
<https://www.nma.gov.au/about/publications/repatriation-handbook>

Queensland Government, *Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy*, 2020
<https://www.dsdsatsip.qld.gov.au/our-work/aboriginal-torres-strait-islander-partnerships/business-economic-development/queensland-indigenous-procurement-policy>

Queensland Government, *Creative Together 2020–2030: A 10-Year Roadmap for arts, culture and creativity in Queensland*

<http://www.artsengage.initiatives.qld.gov.au/creative-together>

Reconciliation Australia, *Aboriginal Cultural Sensitivity and Respect Training*

<https://nrw.reconciliation.org.au/event/aboriginal-cultural-sensitivity-and-respect-training/>

Reconciliation Australia, *Who has a RAP?*

<https://www.reconciliation.org.au/reconciliation-action-plans/>

Return Reconcile Renew

<https://returnreconcilerenew.info/>

Rozan, *Audience Engagement: How Museums Learned to Love their Visitors*

<https://museum-id.com/audience-engagement-how-museums-learned-to-love-their-visitors-by-adam-rozan/>

Simon, Nina, *The Art of Relevance*, Museum 2.0, Santa Cruz, USA, 2016

<http://www.artofrelevance.org/>

South Australian Museum, *Aboriginal Heritage and Repatriation*

<https://www.samuseum.sa.gov.au/the-museum/about/aboriginal-heritage-and-repatriation>

Stedelijk Museum, *Understanding Audience Participation Through Positionality*

Agency, Authority, and Urgency, Lorna Cruickshanks and Merel van der Vaart, Netherlands

<https://stedelijkstudies.com/journal/understanding-audience-participation-through-positionality-agency-authority-and-urgency/>

Supply Nation

<https://supplynation.org.au/>

The Conversation, *We identified 39,000 Indigenous Australian objects in UK museums. Repatriation is one option, but takes time to get right*

<https://theconversation.com/we-identified-39-000-indigenous-australian-objects-in-uk-museums-repatriation-is-one-option-but-takes-time-to-get-right-172302>

United Nations General Assembly, *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP), 2007

<https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>

University of Melbourne, *Aboriginal Knowledge, Digital Technologies and Cultural Collections Policy, Protocols, Practice* Melbourne Networked Society Institute Research Paper, 4 October 2016

https://researchoutput.csu.edu.au/ws/portalfiles/portal/21112416/1000007901_published_report.pdf

University of Sydney, National Centre for Cultural Competence

[National Centre for Cultural Competence](#)

Victorian Government: Department of Environment, Land Water and Planning, *Pupangarli Marnmarnepu 'Owning Our Future'*, 2020-2025

<https://www.delwp.vic.gov.au/careers-and-volunteering/aboriginal-employment>

Victorian Heritage Council, *Respecting those who came before: Ancestral Remains (Taking Care of Culture)*

Discussion Paper; Victorian Government

<https://www.aboriginalheritagecouncil.vic.gov.au/taking-care-culture-discussion-paper/respecting-those-who-came-ancestral-remains>

