



RECONCILIATION  
ACTION PLAN

**INNOVATE**

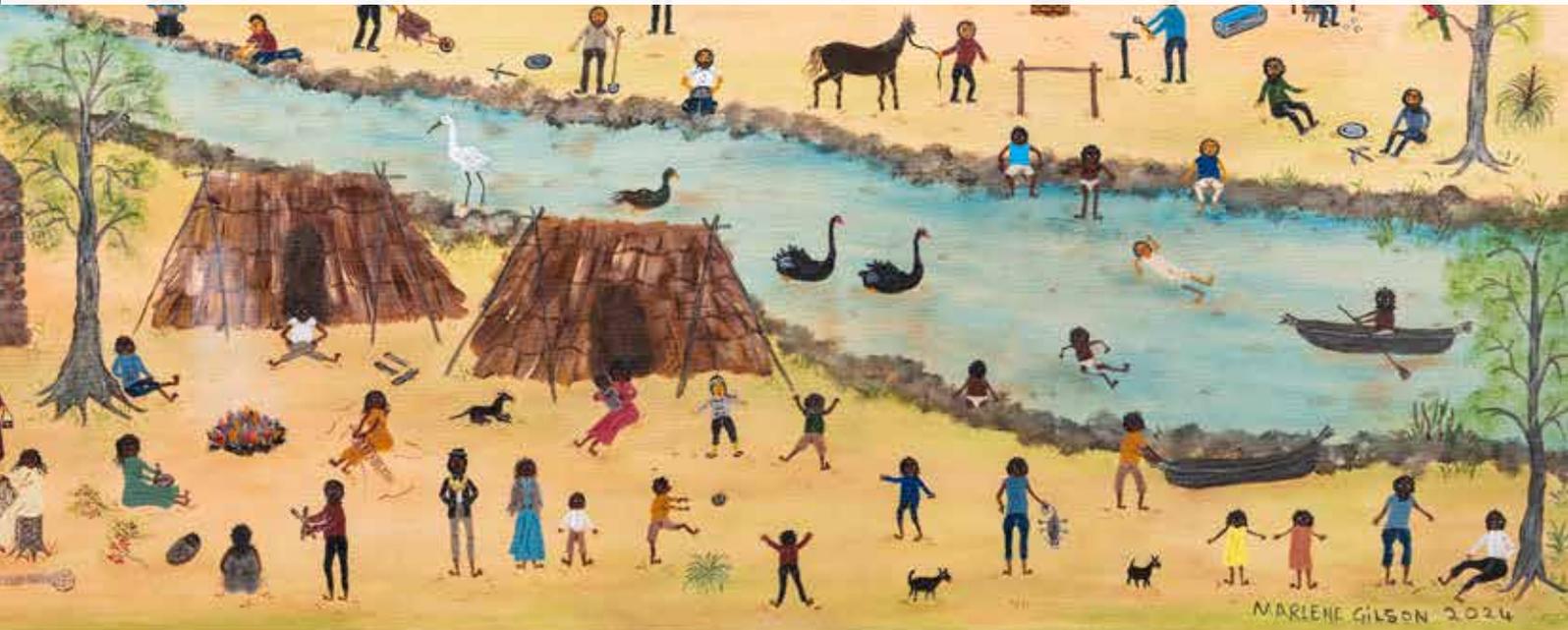
**SOVEREIGN  
HILL**

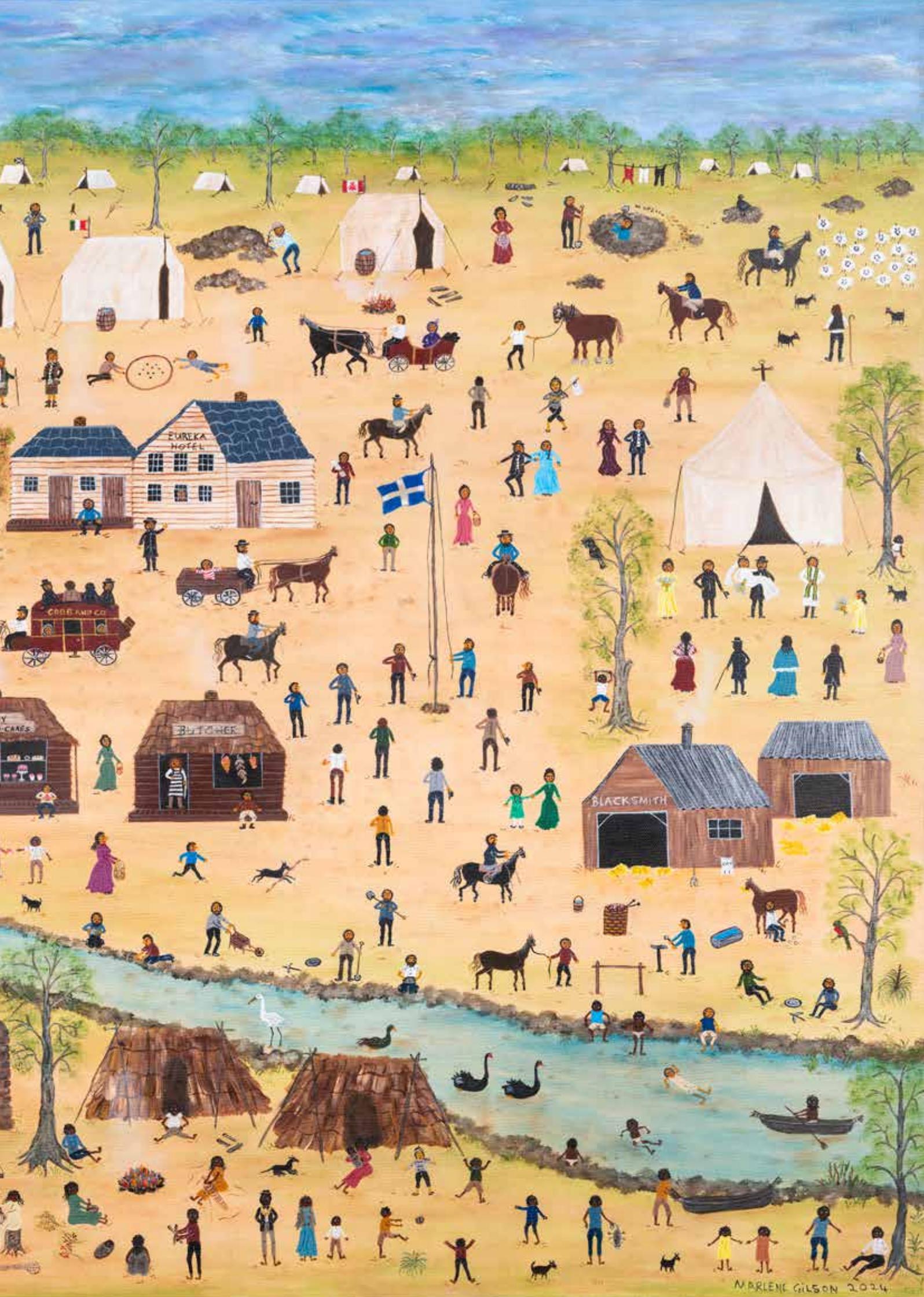
MUSEUMS  
ASSOCIATION

THE SOVEREIGN HILL  
MUSEUMS ASSOCIATION

**INNOVATE  
RECONCILIATION  
ACTION PLAN**

FEBRUARY 2026 - FEBRUARY 2028





PUREKA HOTEL

COBB AND CO

BUTCHER

BLACKSMITH

MARLENE GILSON 2024

# ABOUT THE ARTIST



## ARTIST

<b>Title of artwork:</b>	All Nations
<b>Artist:</b>	Aunty Marlene Gilson, OAM, / Wadawurrung Elder
<b>Year:</b>	2024
<b>Medium:</b>	Acrylic on linen (original). Reproduced as print on aluminium
<b>Size:</b>	150 x 120cm (original) 160 x 200cm (print)
<b>Accession Number:</b>	2024.1454

Gilson's multi-figure paintings work to overturn the colonial grasp on the past by reclaiming and re-contextualising the representation of historical events. Learning her Wathaurung history from her grandmother, Gilson began painting while recovering from an illness. The artist's meticulously rendered works display a narrative richness and theatrical quality akin to the traditional genre of history painting. Gilson, however, privileges those stories relating to her ancestral land, including Ballarat, Werribee, Geelong and Skipton. Often including her two totems, Bunjil the Eagle and Waa the Crow, Gilson's paintings not only reconfigure historical narratives, but display her spiritual connection to country.

In 2024, a career highlight for Gilson was exhibiting as one of only three Aboriginal artists invited to represent Australia in the Venice Biennale. The Biennale is the pinnacle of the worldwide artworld. After which, she was awarded a Medal of the Order of Australia, included in the King's birthday honours list.

## ARTIST STATEMENT

"My painting depicts the Ballarat goldfields, a place I love. It was hard for our ancestors as the food source began to disappear after settlement. The new arrivals, consisting of many different nations, came for gold and made Ballarat their home." View All Nations in the Wadawurrung Cultural Precinct at Sovereign Hill.

This artwork is reproduced in the RAP with permission from the artist.



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## A MESSAGE FROM OUR INTRIM CEO AND BOARD PRESIDENT



**Katrina Nitschke**  
Interim Chief Executive Officer



**Angela Carey**  
Board President

Reflecting on reconciliation, we are deeply mindful of the important work ahead and acknowledge the significant impacts of colonisation and change that Aboriginal and Torres Strait Islander peoples have endured. We table Sovereign Hill's first Reconciliation Action Plan with a respectful focus on how we walk this journey to improve the outcomes for First Nations peoples. Our commitment is to walk alongside First Nations peoples, honouring their resilience and wisdom, and shaping a future where truth, respect, and shared purpose guide us. This plan captures our values and a promise to keep learning, listening, and growing together, to do better.

We are fortunate to lead an organisation rooted in Ballarat, on Wadawurrung Country. This land holds stories far older than our museum, and it is with respect and gratitude that we acknowledge the Wadawurrung as Traditional Owners and honour Elders past and present. We extend this deep respect to all Aboriginal and Torres Strait Islander communities and acknowledge over 65,000 years of care for Country. We are grateful for our deepening relationships with First Nations communities.

Our Reconciliation Action Plan is a living commitment to listening and learning. We are focused on an ongoing process of building relationships, challenging assumptions, and making space for First Nations voices at the centre of our work. We have learned that genuine partnership requires humility, openness, and a willingness to act on what we hear. We acknowledge the deep commitment our employees and volunteers have to reconciliation and being an active part of the journey we are on. We are committed to building their capacity to be meaningful contributors to this work and the experiences shared with our visitors.

Through this plan, we commit to further embedding First Nations perspectives across our organisation, from the stories we share to the experiences we create and the decisions we make. We recognise that our role extends beyond preserving history; we are called to work with First Nations communities to foster understanding, nurture trust, and support self-determination. This means actively seeking guidance, sharing authority, and ensuring that our spaces are culturally safe and welcoming. To First Nations communities we work with, thank you for being part of this journey with us. It is a privilege to walk together.





## STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



**Karen Mundine**  
Chief Executive Officer

### ***First Innovate RAP***

Reconciliation Australia commends The Sovereign Hill Museums Association on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for The Sovereign Hill Museums Association to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, The Sovereign Hill Museums Association will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Sovereign Hill Museums Association is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals The Sovereign Hill Museums Association's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The Sovereign Hill Museums Association on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a future where First Nations peoples are central to the stories we tell, the experiences we create, and the knowledge we share. We recognize reconciliation as a shared journey for all Australians, grounded in respect, mutual understanding, and genuine partnerships. Operating on Wadawurrung Country, we commit to embedding First Nations voices throughout our work, as storytellers, collaborators, and leaders.

We acknowledge that cultural institutions like ours have historically contributed to the marginalisation of First Nations peoples. We accept that sovereignty was never ceded, and as a museum exploring the impacts of colonisation, we have a responsibility to do better - not only by reflecting on the past 65,000 years of continuous connection to Country by First Nations peoples, but also by shaping a more inclusive and equitable future.

We are more than keepers of history; we are a place of learning, exchange, and connection. Through culturally safe spaces, inclusive practices, and respectful engagement with First Nations peoples, we aim to build trust, strengthen relationships, and deepen public understanding.

Our vision for reconciliation is active and forward-looking, driven by purpose, cultural integrity, and the opportunity to influence broader societal awareness. By embracing shared histories and committing to shared futures, we contribute to a more honest, inclusive, and united Australia.

## *Koling wada-ngal – Let's Walk together*





# OUR BUSINESS

Sovereign Hill living museum is a leading cultural institution with deep community roots and a bold, forward-looking vision. Founded in 1970 with a rebellious spirit and an innovative approach, we are dedicated to preserving and sharing Ballarat's vibrant gold rush heritage and its profound impact on our nation. As a not-for-profit organisation established by locals, we are committed to supporting the growth and success of our community's people and businesses. We are passionate advocates for adaptation and change. While the story of our nation continues to unfold, we uniquely tell an important chapter of it through authentic, immersive experiences.

**OUR PURPOSE** Connecting people through our history to adapt for a better future.

**OUR MISSION** Providing meaningful, immersive experiences that tell stories of our shared humanity.

**OUR VALUES** We are accountable to yesterday, today, and tomorrow. We are accountable, curious, one team, doing amazing things.

Located on Wadawurrung Country, we operate directly on the original Ballarat goldfields. The gold rush period was marked by significant trade, movement, and cultural exchange across Aboriginal lands, including those of the Wadawurrung people and neighbouring Traditional Owner groups: the Eastern Maar peoples (Djap Wurrung), Dja Dja Wurrung people, and the Barengi Gadjin Land Council, representing the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, and Jupagulk peoples. This land reminds us of the profound and ongoing connection First Nations peoples have to Country and the deep impacts of change they have endured.

Our core business is bringing Australia's gold rush history to life through authentic and immersive experiences. We recreate the streets, mines, technology, diggings, shops, schools, and workplaces of the 1850s on our expansive outdoor museum site. Through interpretation, education, tourism, and cultural programs, we explore themes of resilience, opportunity, change, conflict, and connection - making history relevant and engaging for contemporary audiences. Our vast collection of over 150,000 objects tells the diverse stories of this region, its people, practices, and ideas.

Each year, Sovereign Hill welcomes over 450,000 visitors from across Australia and around the world, making us one of Victoria's most visited attractions. We employ approximately 300 staff and 200 volunteers, with 1 staff member, ten volunteers, two cultural contractors and five artist consultants, identifying as First Nations peoples. As a major regional employer and a key contributor to the local economy - generating roughly \$260 million annually, we positively impact education, tourism, and cultural engagement across diverse audiences.

This influence carries a powerful opportunity and responsibility to advance reconciliation by embedding First Nations perspectives across all we do. Schools make up 25% of our annual visitors, spanning early childhood to tertiary education. Our programs align with the Victorian and Australian curricula, where First Nations history and culture are fundamental learning outcomes. Our national visitors come with growing interest in understanding place and belonging, while international guests increasingly seek meaningful connections to the world's oldest continuous culture and the historical impact of gold.

**Through our RAP, we are committed to ensuring these diverse audiences encounter respectful and meaningful representations of First Nations histories, cultures, and contributions - past and present.**





**We honour our responsibility to share First Nations histories and perspectives, embedding their voices and knowledge at the heart of our work. Recent initiatives include:**

**THE WADAWURRUNG CULTURAL PRECINCT:**

Co-designed with five leading Wadawurrung artists—Aunty Marlene Gilson, Dr Deanne Gilson, Tammy Gilson, Kait James, and Lynette Fagan—this significant space recognises Ballarat’s deep cultural foundations before, during, and after the gold rush. Through public art, storytelling, and cultural symbolism, it celebrates the resilience, continuity, and unbroken connection of the Wadawurrung people to Country.

**THE AUSTRALIAN CENTRE FOR RARE ARTS & FORGOTTEN TRADES:**

A national centre dedicated to preserving and revitalising rare skills, techniques, and traditional craftsmanship. This centre connects past practices with contemporary artisanship, ensuring cultural knowledge and creativity are passed on to future generations. First Nations artists are contracted to deliver workshops within the centre as part of our public programming calendar. We follow their guidance on how we communicate and market the experience to our audiences.

**THE AUSTRALIAN CENTRE FOR GOLD RUSH COLLECTIONS:**

Caring for over 150,000 historical items, this world-class collection offers new perspectives on Australia’s gold rush era, supporting research, storytelling, and public programs that deepen understanding of our shared past including the experiences and contributions of First Nations peoples. We store First Nations collection on behalf of the City of Ballarat and the Ballarat Historical Society and work closely with the Victorian Aboriginal Heritage Council to inform our compliance practice and to fulfil our obligations as a museum. We advise these organisations on their collection obligations to support the process of repatriation and continue to be guided in our practices by connecting with like-minded organisations such as Melbourne Museum to inform our future-focused activity. First Nations community members provide guidance on access to the collection, are supported to research the collection and incorporate collection items into public programming that they design and deliver. We engage and educate our visitors through the acquisition of works by contemporary First Nation artists into our collection.

**GNARRWIRING NGITJ – LEARNING TOGETHER PROGRAM:**

Developed in partnership with the Wadawurrung Traditional Owners Corporation, this program delivers cultural tourism experiences such as the Corrobboree and night talks to new audiences. It supports intergenerational learning for First Nations peoples and promotes reconciliation within our local community.

**SEASONAL PROGRAMMING:**

Continues to connect, highlight, and provide opportunities for First Nations peoples as consultants and business owners to share their stories during major events such as Winter Wonderlights, Heritage Harvest, and Food, Fire and Light. We are proud to provide an inclusive environment where businesses can share their stories and products with a broader audience.

**Together, these initiatives extend our influence beyond tourism, positioning Sovereign Hill as a national leader in cultural preservation, education, and reconciliation.**





# OUR RAP

As a public-facing cultural museum, we have a responsibility to challenge colonial narratives and centre First Nation people as the rightful storytellers of our shared history. We are committed to creating meaningful opportunities to explore history and fostering a culture that builds respectful relationships.

We recognise the sovereignty was never ceded and the enduring connection of First Nations peoples to Country. Our RAP is a tangible step towards genuine reconciliation, supporting cultural authority, providing safe spaces, and enabling First Nations peoples to engage in the arts, heritage, and education in a culturally safe way. We acknowledge their resilience because of colonisation and believe the story of the Wadawurrung people is a fundamental and critical part of our history.

As a museum, we acknowledge that we do not own any First Peoples Cultural Property that was taken without free, informed, and prior consent and that we are custodians of any property of this kind in our collections. We are committed to ensuring we meet obligations to comply with state, national and international legislation, policies and agreements with regards to the management and care of collections including our obligations under the Aboriginal Heritage Act (2006) with regards to secret/sacred objects. We are committed to the Repatriation of First Peoples Cultural Property and working with First Nations peoples to facilitate Repatriation back to Country and Traditional Owners. In 2024 we consulted with the First Nations team at Museums Victoria who informed the development of our Repatriation Policy in 2024 and advised on the work practices in relation to how we manage cultural heritage access and use. We actively seek commentary from First Nations people to understand the diversity of voices as we are more than a museum of history, we are a place for learning, reflection, and change.

With the commitment of our staff and volunteers, we aim to create a space that reflects who we are, who we serve, and the future we want to help shape. It's our opportunity to listen, learn, and walk together. We recognise that we must not rest on what we have achieved and that we must build and expand on our progress as we seek to strengthen the relationships between First Nations peoples and non-Indigenous people.

We have been influenced in our work by other strategies and frameworks, including the 2018 landmark document *First Peoples: A Roadmap for Indigenous Engagement in Museums and Galleries*, written by Terri Janke and Company and commissioned by Australian Museums and Galleries Association First Nations Strategy 2022-25 of the Museums of History New South Wales, *The Strategic Framework: First Nations Engagement 2023-2027* of the Australian Design Centre, the work of the Australia Council, Creative Victoria and Creative NSW, and the continuing significant work of the Australian Museums and Galleries Association. We are grateful for leaders across our sector who are driving this conversation forward and are especially grateful for the First Nations leaders across our country who work towards a better future for all.

At Sovereign Hill, our leaders are deeply committed to reconciliation - not as a symbolic gesture, but as a core responsibility that shapes how we lead, learn, and evolve as a cultural institution. We recognise that true reconciliation requires more than intention; it demands active, visible leadership that models respect, accountability, and partnership with First Nations peoples. We are committed to listening, learning, and leading with integrity. By empowering First Nations voices, investing in long-term partnerships, and holding ourselves accountable to the principles of equity and justice, we aim to create systemic change within our institution and influence others in our sector to do the same.

Our RAP Champion interim CEO Katrina Nitschke proudly champions a more inclusive and truthful future for all Australians, acknowledging the past by acting in the present.



# RAP WORKING GROUP MEMBERS

**Bonnie Chew**

Mirriyu Cultural Consulting

**Sofia Fiusco ( Chair )**

Head of Learning

**Katrina Nitschke**

Interim CEO

**Amy Perkins**

People and Culture Executive

**Lauren Bourke**

Head of Collections and Curatorial

**Erin Santamaria**

Head of Partnerships and Development

**Sally Lewis**

Head of Strategic Projects and Procurement

**Lucy McNeil**

Manager of Events, Programming and Evening Activities

**Symon Pratt**

Manager of Volunteer Programs

**Andrew Pearce**

Learning Program Leader

**Wes Scott**

Interpretive Quality and Visitor Experience Team Lead

Bonnie Chew from Mirriyu Cultural Consulting is advising us on the design of our RAP deliverables, informing the development of our cultural training plan, delivering cultural training and supporting us to strengthen our community links, communication processes and engagement with First Nations peoples.



# RELATIONSHIPS | 1

Building strong, respectful relationships between First Nations peoples and other Australians is central to Sovereign Hill's (SH) identity and purpose. As a cultural institution, we recognise our unique role in connecting people, facilitating dialogue, and sharing history through inclusive and diverse storytelling. Through our collections, programs, and partnerships, we actively deepen our understanding of First Nations cultures, histories, and contributions. We centre First Nations voices as the rightful storytellers of this land, working in partnership to challenge colonial narratives and promote cultural recognition, equity, and inclusion. We are committed to longterm, meaningful engagement - sharing stories, preserving rare arts and trades, and creating spaces that honour cultural continuity and self-determination. These relationships shape the way we engage with our audiences and inform every aspect of our work. By embedding reconciliation across our operations, we strive to build trust and contribute to a more connected, inclusive, and respectful future for all Australians.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Conduct internal "relationship health checks" with First Nations stakeholders to reflect on our partnerships current state, identify strengths and areas for growth, and collaboratively determine future aspirations.	March - May 2026, 2027 November 2027 to January 2028	Head of Partnerships & Development
	• Meet biannually with Wadawurrung Traditional Owners Corporation (WTOAC) CEOs to confirm future opportunities for engagement, which support the rollout of their Healthy Country Plan.	February & September 2026, 2027, January 2028	CEO
	• Meet biannually with Ballarat & District Aboriginal Co-operative (BADAC) CEO to develop guiding principles for future engagement and establish organisational key contacts.	February & September 2026, February & September 2027	CEO
	• Confirm Aboriginal and Torres Strait Islander stakeholders, SH relationship leads and publish these leads internally to manage communication and requests to stakeholders.	April 2026, February 2027, December 2027	Head of Learning
	• Review our First Nations Museum Cultural Engagement Plan based on current Aboriginal and Torres Strait Islander stakeholders and organisations programming and activities.	March - May 2026	Head of Learning
	• Review our programming schedule to include new cultural opportunities within the outdoor museum program schedule through First Nation Stakeholder consultation and collaboration. • Support the delivery of a First Nations Public Program at the Rare Trades Centre.	June 2026 June 2027 January 2028	Head of Collections & Curatorial
	• Enable access for WTOC and BADAC members to visit Goldrush Collection Centre to build new connections and engage with the collection. • Enable access for WTOC and BADAC members to visit Sovereign Hill to build new connections and engage with the living museum experience.	May 2026, May 2027 January 2028	Head of Collections & Curatorial Head of Learning



# RELATIONSHIPS | 2

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>• Circulate via ALL User emails Reconciliation Australia's NRW resources and reconciliation materials to our staff, creating connections to our programming, collection, and First Nations stories to deepen their cultural understandings.</li> <li>• Share via ALL User emails opportunities to participate in external NRW events.</li> </ul>	27 May- 3 June 2026, 27 May- 3 June 2027	Head of Learning
	<ul style="list-style-type: none"> <li>• RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June 2026, 27 May-3 June 2027	Head of Learning
	<ul style="list-style-type: none"> <li>• Share SH First Nations events on the Ballarat Reconciliation Action Network (BRAN(ballaratfirstnations.com.au) website to promote NRW activities.</li> </ul>	27 May- 3 June 2026, 2027	Manager Events & Programs
	<ul style="list-style-type: none"> <li>• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June 2026, 2027	CEO
	<ul style="list-style-type: none"> <li>• Organise at least one internal (staff) and external (visitors) NRW event each year April - May</li> </ul>	2026, 2027	Manager, Events & Programming
	<ul style="list-style-type: none"> <li>• Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	April 2026, April 2027	Head of Learning



# RELATIONSHIPS | 3

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>• Develop and implement a Staff Engagement Strategy to increase awareness and understanding of reconciliation across our workforce and measure its impact.</li> <li>- Develop a calendar to recognise and promote First Nations days and weeks of significance.</li> <li>- Review our Engagement Strategy impact annually to inform our training and activities.</li> </ul>	March 2026 Sept 2026 Sept 2027	Head of Learning
	<ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly.</li> <li>- RAP published on the SH website</li> <li>- Promote our RAP launch through a media release.</li> <li>- Review and confirm an Acknowledgement of Country on our website.</li> </ul>	March 2026 April 2026 May 2026	Chief Marketing Officer
	<ul style="list-style-type: none"> <li>• Collaborate with and seek permission from "Wadawurrung Traditional Owners Corporation" on which cultural symbols and language can be used online and onsite where appropriate</li> </ul>	February 2026	Chief Marketing Officer
	<ul style="list-style-type: none"> <li>• Raise the Aboriginal flag at the museum daily.</li> </ul>	Daily 2026, 2027, 2028	Head of Museum Experience
	<ul style="list-style-type: none"> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Eg. Museum Masterplan</li> </ul>	June 2026, June 2027 January 2028	CEO
	<ul style="list-style-type: none"> <li>• Collaborate with RAP and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> <li>- Become a member of BRAN (ballaratfirstnations.com.au)</li> </ul>	March 2026 May 2027	Head of Learning  Manager Events & Programming



# RELATIONSHIPS | 4

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures, such as our Equity, Diversity and Inclusion Policy, to identify existing anti-discrimination provisions, and future needs.	June 2026	Chief People Officer
	• Review the Workplace Conduct and Integrity policy sections on anti-discrimination to ensure we are clear in our communication for our organisation.	March 2026	Chief People Officer
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2026	Chief People Officer
	• Educate executives and senior leaders on the effects of racism.	May 2026 May 2027	Chief People Officer
	• Deliver training to all managers and frontline staff on anti-discrimination and cultural safety, focusing on addressing racist behaviour or commentary from visitors. Resource – Racism. It Stops with Me	December 2026 April 2027	Chief People Officer
	• Articulate clearly to visitors our conditions of entry on ticketed and web communications on behavioural expectations regarding respectful interactions that do not discriminate	June 2026	Chief Marketing Officer



# RESPECT | 5

Respect for First Nations peoples - their cultures, histories, knowledge, and rights - is foundational to our identity and central to our core business. As a cultural institution, we recognise our responsibility to tell the full story of this land: one that reflects more than 65,000 years of continuous connection to Country and acknowledges the lasting impacts of colonisation on people and place. We honour the cultural authority of the Wadawurrung Traditional Owners Corporation and deeply value our ongoing partnership with the organisation and its members. Through this relationship, and our broader reconciliation journey, we are committed to acknowledging past injustices, sharing stories of resilience, and creating culturally safe spaces where First Nations peoples can share knowledge, culture, and creativity on their own terms. By embracing and celebrating the deep cultural heritage of First Nations peoples, we help strengthen local pride, support community wellbeing, and contribute to meaningful social and economic outcomes across the region. This commitment also enhances our connection with both domestic and international visitors, elevating First Nations perspectives, challenging outdated narratives, and encouraging deeper reflection and understanding. We are dedicated to sharing more stories that reflect the diversity of First Nations identities. In doing so, we seek to embed cultural pride, truth-telling, and celebration into all that we do, helping build a more respectful, inclusive, and united future for all Australians.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct an organisational review of our cultural learning needs.</li> <li>Engage Mirriyu Cultural Consulting to inform the design of the cultural learning strategy.</li> <li>Communicate and commence delivery of our cultural awareness learning strategy and annual training plan.</li> </ul>	June 2026 June 2026 November 2026 September 2027	Chief People Officer
	<ul style="list-style-type: none"> <li>Consult with WTOAC to generate new ways of increasing staff knowledge through links to the Healthy Country Plan.</li> </ul>	August 2026 April 2027	Manager, Gardens & Landscape
	<ul style="list-style-type: none"> <li>Engage First Nations Consultants to deliver Cultural Awareness Training to all staff</li> </ul>	November 2026 May 2027	Chief People Officer
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	April 2026 April 2027	Chief People Officer
	<ul style="list-style-type: none"> <li>Design online Cultural Training to completed by new staff as part of the Induction Program</li> <li>Track staff cultural awareness training</li> </ul>	June 2026 June 2026	Organisational Development Lead
	<ul style="list-style-type: none"> <li>Survey SH staff's First Nations cultural awareness anonymously to guide future reconciliation approaches included in the Staff Engagement Strategy.</li> </ul>	June 2026 June 2027	Head of Learning



# RESPECT | 6-7

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols and train them in the use of Acknowledgement of Country and Welcome to Country protocols at All-Staff Team Meetings.	February 2026 February 2027	CEO
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country on the intranet.	June 2026	Chief Marketing Officer
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Annually 2026, 2027	Manager Events & Programs
	• Include the RAP and other reconciliation and cultural learning tools on the Intranet for staff to access.	June 2026 2027	Head of ICT
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	January – December 2025 2028	Executive Heads / Managers
	• Engage with WTOAC First Nations artists or consultants to undertake culturally informed maintenance within the Wadawurrung Cultural Precinct.	October 2026, 2027	Head of Services & Infrastructure
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Review the Repatriation Policy.	April 2027	Head of Business Improvement
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026 - 2027	Head of Learning
	• Review HR policies and procedures to remove barriers for staff to participate in NAIDOC Week	July 2026	Chief People Officer
	• Promote and encourage participation in external NAIDOC events to all staff via All Staff emails	First week in July 2026 - 2027	Head of Learning



# OPPORTUNITIES | 8

We believe that creating opportunities for First Nations peoples is essential to our development as a living museum that reflects the community in which we operate. It is also critical to achieving our broader cultural, social, and economic goals. We are focused on building new approaches that create meaningful pathways to employment, procurement, professional learning, and leadership. We are evolving our practices to ensure First Nations peoples are represented, supported, and empowered across all areas of our organisation. By embedding cultural knowledge into our workforce, programs, and systems, we strengthen our ability to deliver relevant, inclusive, and dynamic experiences for all. We recognise our important role in contributing to regional pride and prosperity - and as a major employer and tourism destination in Victoria, we have both the opportunity and responsibility to support First Nations participation through targeted procurement and partnerships that deliver lasting social and economic benefit. Our commitment goes beyond representation. We are actively listening, learning, and working alongside First Nations peoples to shape a future that honours the depth and diversity of our shared history. This includes culturally safe recruitment and retention strategies, clear career development pathways, and genuine engagement with First Nations individuals, businesses, and organisations.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2026	Organisational Development Lead
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	Organisational Development Lead
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and the design of a professional development strategy.	December 2026	Organisational Development Lead
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026	Organisational Development Lead
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2026	Organisational Development Lead



# OPPORTUNITIES | 9

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Review our procurement policy including locals first strategy and selection criteria.</li> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	June 2026 March 2027	Head of Strategic Projects & Procurement
	<ul style="list-style-type: none"> <li>Investigate Kinaway Chamber of Commerce membership.</li> <li>Investigate Supply Nation membership.</li> </ul>	February 2026 February 2026	Head of Strategic Projects & Procurement
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	October 2026	Head of Strategic Projects & Procurement
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	April 2026	Head of Strategic Projects & Procurement
	<ul style="list-style-type: none"> <li>"Health check" current commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> <li>Explore the development of new commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	September 2026 June 2027	Head of Commercial





# GOVERNANCE | 10-11

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February, April, August, October, December 2026 February, April, August, October, December 2027	Head of Learning
	• Develop and manage an internal Expression of Interest process to ensure Aboriginal and Torres Strait Islander representation on the RWG.	February 2026 December 2026 February 2027, December 2027	Head of Learning
	• Review Terms of Reference for the RWG.	February 2026 February 2027	Head of Learning
	• Meet at least four times per year to drive and monitor RAP implementation.	February, April, August, October, December 2026, February, April, August, October 2027, December	Head of Learning
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2026 March 2027 February 2028	Head of Learning
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2026 May 2026 February 2027	CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2026 August 2027	Head of Learning
	• Maintain an internal RAP Champion from senior management.	August 2026	CEO
	• Include a standing agenda item on the SHMA Board meeting schedule to update members and confirm commitment to the RAP.	February 2026 February 2028	CEO



## GOVERNANCE | 12-13

Action	Deliverable	Timeline	Responsibility
<b>12.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of Learning
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 1	August annually	Head of Learning
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of Learning
	• Report RAP progress to all staff and senior leaders quarterly at All Staff Team Meetings and CEO Newsletter	February, April, August, November 2026, February, April, August, November 2027	CEO
	• Publicly report our RAP achievements, challenges and learnings, annually in the Annual Report	September 2026 September 2027	CEO
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Head of Learning
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2028	Head of Learning
<b>13.</b> Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	Head of Learning







**CONTACT**

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