

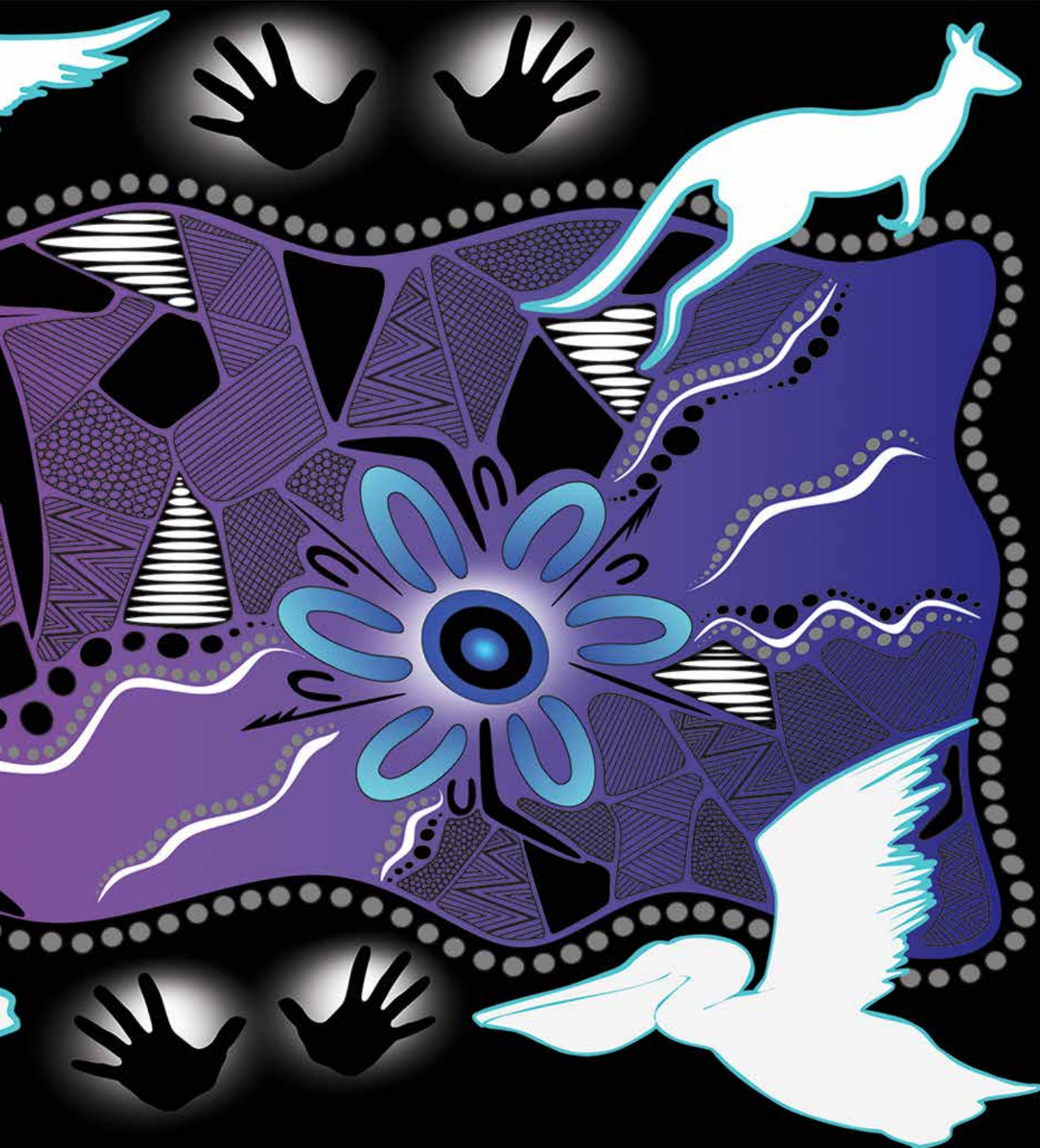
Stretch Reconciliation Action Plan

October 2022 – September 2025



RECONCILIATION
ACTION PLAN

STRETCH





Acknowledgement of Country

At Country Arts SA, we live and create on the lands of the First Nations peoples of South Australia and pay our respects to Elders past and present.

We embrace the principle of 'First Nations First' and are committed to working together to safeguard, celebrate and present First Nations' living cultures.

Reconciliation Australia CEO message

On behalf of Reconciliation Australia, I congratulate Country Arts SA on its second Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and areas of expertise. Through the creation of this Stretch RAP, Country Arts SA continues to contribute to the ever-growing community of RAP organisations that have transformed goodwill into meaningful action.

As one of South Australia's largest arts organisations, Country Arts SA recognises the arts as central to the strength and vitality of regional communities. Through its work, Country Arts SA has considerable capacity to influence reconciliation outcomes both across regional South Australia and beyond.

Since Country Arts SA formally began its reconciliation journey in 2015 its support for regional South Australian First Nations artists and communities has leapt from strength to strength. This has included developing authentic two-way relationships with Elders and artists in regional South Australia, engaging in face-to-face community consultation and feedback sessions in regional arts centres, and recognising the need to better support the employment, retention, and development of First Nations staff.



Through these learnings, Country Arts SA is well placed to expand and embed its reconciliation commitments in this RAP. Upcoming initiatives include creating new employment, leadership, and development opportunities such as an identified First Nations Board member, First Nations panel members on the Grant Assessment Panel for the Regional Arts Fund and increasing First Nations artist development opportunities. Country Arts SA will continue to ensure First Nations programming through annual shows, exhibitions, and artist development, and to explore how to overcome barriers to First Nations communities to attend and participate in programs. In this Stretch RAP, Country Arts SA will promote truth-telling through a cultural sharing program with appropriate cultural and grief support.

Through these initiatives, Country Arts SA has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Country Arts SA on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia

Country Arts SA Chief Executive message



Country Arts SA has a 30-year history of engaging with the many First Nations communities and artists across the regions of our state. We have actively promoted local First Nations history and cultures through our partnerships, artists and performances. We recognise the importance of our leadership role and duty in promoting reconciliation.

As awareness of First Nations artistic and cultural aspirations grew, the organisation recognised it was time to commit to reconciliation with a strong and public statement. It was in February 2015 that Country Arts SA embarked on its first RAP journey.

Since that moment there have been significant gains in building respectful relationships with First Nations artists and communities across the state and the nation. We have partnered with leading First Nations companies such as Bangarra Dance Theatre and Art Gallery of South Australia's Tarnanthi, participated in cultural sharing events and Kaurna language classes with Jack Kanya Buckskin and worked with an inspiring group of First Nations leaders through our Aboriginal Reference Group / First Nations Advisory Committee. Our highly regarded Breaking Ground award was presented to Adnyamathanha and Luritja artist Juanella McKenzie in 2021.

We have built a strong and respectful workplace culture that supports staff to embrace First Nations First in their thinking and decision-making; and in creating employment positions for First Nations people that pay respect to Aboriginal sovereignty.

The next step for us is to walk together with Aboriginal and Torres Strait Islander peoples, and all other community members, to strengthen respect, relationships, opportunities and share a sense of belonging. We know that the path to meaningful reconciliation will be built on the partnerships we will form and the learnings we will share through this process.

Our commitment to being an ally for First Nations peoples' right to self-determination is actioned through our employment processes, prioritised arts projects and new Strategic Plan which assists everyone working in and with Country Arts SA to have the principle of First Nations First at the core of what they do.

Anthony Peluso

Chief Executive/Executive Director and RAP Champion

Country Arts SA Board message

The unique remit of Country Arts SA has been significantly enhanced by active engagement with the principles set out in our 2018-2020 Reconciliation Action Plan. Our 2021-2025 Strategic Plan has been shaped by the actions and targets set out in the RAP. Each of the four goals has specific First People First targets. Our staff have pursued their own cultural sharing opportunities with local First Nations people and communities which has diversified the knowledge and experience brought back to the organisation. And we are particularly proud of the evolution of our Aboriginal Reference Group into a committee of the Board. Since 2019 the First Nations Advisory Committee has actively engaged and connected our Board and staff with First Nations artists, art and communities and we look forward to furthering this work with our new Stretch RAP.

Country Arts SA Board

First Nations Advisory Committee message

There are many remarkable things about South Australia including that there are over 30* distinct First Nations groups here. That is more than the number of countries in the European Union!

The cultural richness of South Australia makes being members of Country Arts SA's First Nations Advisory Committee one of the most rewarding jobs in the state. We have the privilege of working with a diverse group of First Nations peers to strengthen Country Arts SA's work in supporting First Nations artists, the development of meaningful employment opportunities for Aboriginal and Torres Strait Islander people and contributing to culture through major art projects. Providing context and oversight on issues such as cultural authority as well as national issues such as the importance of the Voice to Parliament keeps the conversation a lively and ongoing one between the Committee, the Board and the staff.

The active and ongoing commitment made by the staff and Country Arts SA Board through the RAP and the many projects of the organisation support national reconciliation and give us all hope of a better future.

**Source of the over 30 – Parks SA / 27 member states in the European Union*

Country Arts SA First Nations Advisory Committee



Our vision for reconciliation is for all Australians to safeguard, celebrate and strengthen First Nations' living arts and cultures.



Our business

Our vision is that the artists and communities of regional South Australia thrive through engagement with the arts and are recognised as valued contributors to the nation's cultural voice.

Country Arts SA increases access to the arts for regional South Australian communities and shares unique stories through extraordinary arts experiences.

The arts are a leading contributor to the strength of our regional communities. They shape culture, identity and economies, contribute to employment, tourism, education and support good health, wellbeing, community cohesion and resilience.

We listen, respond and collaborate.

We produce ambitious and accessible arts experiences in all artforms, performing arts, visual arts, literature, digital art and multi art work.

We present work for people of all ages and interests live and online.

We empower regional communities to create and interact with the arts as audiences, participants and leaders.

The combined strength of our team, board, partners and collaborators underpins our reputation as a national leader in regional arts practice.

At Country Arts SA we live and create on the lands of the First Nations peoples of South Australia and pay our respects to Elders past and present. We embrace the principle of 'First Nations First' and are committed to working together to celebrate, safeguard and present First Nations' living cultures.

We currently have 58.13 FTE with 15 staff identifying as Aboriginal and/or Torres Strait Islander people in Whyalla, Port Augusta, Burra, Maitland, Port Pirie, Port Adelaide, Noarlunga, Hayborough, Renmark, Mount Gambier (a total of 6.8 FTE), equating to 11.7% of all FTEs.

As a state-wide organisation, Country Arts SA has a responsibility to First Nations Elders, artists and communities in all regional and remote areas of South Australia. We have arts centres in five major locations and staff in many other small towns across the state. This means we could be working with several of the 30 different nations at any point in time.

Set up in 2010, the First Nations Program (FNP) supports Aboriginal and Torres Strait Islander artists tell their stories using both traditional and new art forms. Our program helps youth reconnect with their culture through art and encourages more people to participate in art-based activities.

Country Arts SA is committed to the continued development of our First Nations program. We established an Aboriginal Reference Group (ARG) in 2011 to support the program. In June 2019, the ARG became a committee of the Board and is now the First Nations Advisory Committee (FNAC).

The FNAC was established by the Board of Trustees (the Board) under Section 10 of *The South Australian Country Arts Trust Act, 1992* to provide advice, governance and leadership to our Board and staff on matters involving First Nations peoples and the arts.



Our Reconciliation Action Plan

Country Arts SA is committed to reconciliation in our workplace and to the impact we can have on reconciliation throughout regional South Australia. We are now on our third RAP and our second Stretch RAP. It is our intention to take this opportunity to really challenge ourselves to provide tangible reconciliation actions which benefit of our staff and regional communities.

Reconciliation is at our core, guiding us in making effective social and systemic change:

- We will activate our spheres of influence to escalate reconciliation in regional South Australia.
- We will act with respect and seek knowledge in order to honour cultural integrity through ongoing genuine relationships with First Nations communities.
- We believe the arts can contribute to healing the impacts of intergenerational trauma through accurate historical truth telling.
- We intend to decolonise our structures and change the landscape of our organisation by including First Nations leadership, voices and representatives in all decision making.

- We place great value in acknowledging the lands and waters that we work and live on are First Nations.
- We want to ensure through this RAP that we are setting ourselves and our people up for success through equitable opportunities and programs for First Nations peoples.
- We want to ensure we are creating programs that values and elevates the voice of First Nations people and that we help the wider South Australian community to engage with and understand the truth of our past and respect First Nations peoples and cultures.

Our Stretch RAP was developed over the period of two years and has involved all members of the RAP Working Group (RWG). All Country Arts SA staff were consulted via Zoom and written processes (taking into account COVID restrictions in place at the time) at two key points. Our First Nations partner organisations were also engaged. Face to face community consultation and feedback sessions took place in our four regional Arts Centres as well as with First Nations artists that we have worked closely with over the past two years (which were able to occur once restrictions were lifted in South Australia). Key learnings include:

- Having improved systems to better understand the diversity of our workforce by inviting staff to self-identify
- The need to support the employment, retention and development of our First Nations staff, including creating identified roles
- The importance of creating a culturally safe workplace
- Better understanding of the cultural responsibilities of First Nations peoples and the impact of Sorry business within the community and for staff.

Chief Executive Anthony Peluso is the official RAP Champion of the organisation. Country Arts SA employees Pippa Stroud, Kyra Herzfeld and Louisa Norman support him by being internal RAP Champions.

Members of the RWG group included Anthony Peluso (Chief Executive and RAP Champion), Marilyn de Nys (Arts and Culture Leader), Nikki Ashby (First Nations Creative Producer), Maria Anderson (Aboriginal Arts and Cultural Facilitator), Louisa Norman (Executive Programmer), Sussan Baldwin (Arts Centres Manager), Ryan Sutherland (Middleback Arts Centre Manager) Kyra Herzfeld (Marketing and Development Leader), Jill Bolzon (Head of People), Jo Robinson (Accounting Officer), Pippa Stroud (Associate Producer Arts Programs), Sarah Knight (Special Initiatives Producer), Frank Morello (Sir Robert Helpmann Theatre Manager), Josh Trevorrow (First Nations Arts and Culture Manager), Samantha Yates (First Nations Arts and Culture Manager) with Ruth Stephenson (Country Arts SA Board Member), Danielle Edwards (First Nations Advisory Committee representative) and Dre Ngatokorua (First Nations community representative).

Our RWG includes four First Nations staff members, one FNAC member and an external First Nations member from a regional community.

During the time since Country Arts SA began its reconciliation journey we have produced and programmed many First Nations creative outcomes by supporting regional South Australian First Nations artists and communities.

The primary learning from our RAP journey has been the development of authentic two-way relationships with Elders and artists in regional South Australia based on respectful communication. Critical to the success of this process has been devoting enough time to develop these relationships by sitting, listening and responding to the needs, desires and wishes of regional First Nations' communities. We know trust is earned this way and we are committed to building trust with communities, employees and partners now and into the future.

We will use this learning to reflect the time needed for authentic consultation when working in the First Nations' arts and culture space.



ABOVE & OPPOSITE PAGE: *Wild Dog Dreaming*, 2022.
Photographs by Colleen Raven.

One deliverable from our previous RAP we have yet to achieve is acknowledging the Country where our arts centres and offices sit in the local First Nations language. Whilst we know that this might be difficult for some of our arts centres, where there are a number of language groups, we know that having permission to use language to acknowledge Country is an important way we can celebrate the local Aboriginal clan. It will also be a tangible way to make our spaces more welcoming to everyone.

We need to support the employment, retention, and development of First Nations staff, ensure First Nations staff have equal opportunity to hold key roles and continue to create Identified roles. It is essential to our organisation that we support and promote self-determination processes by First Nations peoples which in turn will create a diverse and inclusive workplace where First Nations cultures are represented and respected.

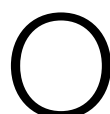
Since the creation of our First Nations Employment Strategy, we have identified and supported three Creative Community Partnership positions with the Port Augusta City Council with Marika Davies, the Regional Council of Goyder on Ngadjuri country with Ali Eckermann, and the Yorke Peninsula Council on Narrunga country with Sonya Rankine employed as Aboriginal Arts and Cultural Facilitators. We have also employed Nikki Ashby as First Nations Creative Producer in a state-wide role, Dominic Guerrero as First Nations Producer and Josh Trevorrow as First Nations Arts and Culture Manager and Nunga Screen Producer.

Our previous RAP deliverables supported the development of cultural competency among Country Arts SA non-Indigenous employees, such as with RWG member Pippa Stroud, Associate Producer Arts Programs: *"When I started with the RWG, I didn't really know what a RAP was let alone the names of the Traditional Owner groups we engage with, or how to say "Hello" in Kaurna. Since then, it has enabled me to learn, grow and become a complete advocate. I don't just see it as a list of tick boxes to make an organisation look like they care, but rather an opportunity to take the time to have those important conversations, work out what positive changes you can actually achieve and commit to them."*

Beyond the deliverables
in our RAP, Country
Arts SA demonstrates
solidarity with First
Nations communities
by supporting the Uluru
Statement from the Heart.



Uluru Statement from the Heart



On 26 May 2017, more than 250 of Australia's First Nations leaders met at the foot of Uluru in Central Australia on the lands of the Anangu people. The majority resolved, in the Uluru Statement from the Heart, that:

"We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart":

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago.

This sovereignty is a spiritual notion: the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty. It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness.

We seek constitutional reforms to empower our people and take a rightful place in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution.

Makarrata is the culmination of our agenda: the coming together after a struggle. It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted; in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.



2018 – 2021 RAP

Highlights and case studies

Nunga Screen

Nunga Screen is a free film program that celebrates First Nations cultures, stories and language. Held annually during National Reconciliation Week, the name of the program – Nunga – highlights the collective identity of the First Nations people of southern South Australia.

Inspired by the National Film & Sound Archive's *Black Screen* program, *Nunga Screen* is designed for all ages and features an entertaining mix of independent films from emerging to more established filmmakers. Inspiring documentaries, compelling dramas, quirky animations, and contemporary to traditional storytelling – *Nunga Screen* is dedicated to bringing communities together to share in First Nations cultures.

The curated program of short films is rolled out across South Australia to more than 20 regional venues and communities in cinemas, country halls and outdoor spaces. A day-time school program is curated with appropriate age and curricula screenings.

Films are selected by an Expression of Interest call-out and venues are invited to host a screening.

Country Arts SA has presented *Nunga Screen* for nine years, continually growing the program over that time. Drug and Alcohol Services SA has supported the program since 2018. With support from South Australian Film Corporation, we have been able to employ First Nations film makers to program and tour to more remote communities.

Nunga Screen is an essential part of our commitment to sharing First Nations cultures: it provides opportunities to First Nations film makers to present their work and builds audiences for First Nations screen culture.

Community events are held alongside *Nunga Screen* adding to the celebration, whether that's live music, food or art exhibitions from local schools on the theme of Reconciliation.



A new chapter in the Breaking Ground story

Country Arts SA's highly successful visual arts professional development award Breaking Ground was awarded to Port Augusta artist, Adnyamathanha (Flinders Ranges) and Luritja (Central Desert) woman, Juanella McKenzie in 2020 and her exhibition shown in 2021. Juanella creates artworks in a range of media and is constantly exploring materials and ways to express and explore her culture, identity and sense of belonging. With the Breaking Ground award Juanella undertook research into her homelands in the Flinders Ranges and accessed historic cultural recordings of her Grandfather and senior law man, Malcolm McKenzie Senior. The exhibition opened at the Light Square Gallery in August, 2021. Following the success of the opening event Juanella's exhibition has been staged in Murray Bridge and Juanella's home town of Port Augusta.



Juanella McKenzie said it was a life-changing opportunity. *"The Breaking Ground award was an amazing opportunity to explore my identity and art practice as a First Nations visual artist. I was supported by my mentor and Country Arts SA through their Visual Arts Manager to bring my vision to life."*

LEFT: Juanella McKenzie, *Mayaka (Bush Banana)*, 2020, acrylic on canvas, 65.5 x 108.5cm. Photo: Sam Roberts.
ABOVE: Juanella McKenzie, *Urdlu and Virda Blanket*, 2021, kangaroo and possum pelts, hemp waxed thread, dimensions variable. Photo: Sam Roberts. BELOW: Lavene Ngatokorua, *New Visions of Country*.



Aboriginal Diggers Three year Program

The Aboriginal Diggers program utilised arts as a vehicle to honour and recognise South Australian Aboriginal Diggers. The project started with consultation with South Australian Aboriginal communities and Aboriginal Veterans of SA. From this an ANZAC Brains Trust was formed with Frank Lampard OAM, Klynton Wanganeen and Jack Buckskin.

Lee-Ann Tjunypa Buckskin was engaged as Creative Producer. The project captured the stories and experiences of Aboriginal servicemen and women who served in Australia's military from the Boer War to the present day. Three distinct projects were presented through film, theatre and visual arts. Importantly, the program uncovered and gave voice to those who have been silent throughout history for the broader Australian community.

The first residency in 2015 resulted in the film *Coming Home* which tells the story of a family's yearning to know what happened to brothers Cyril and Rufus Rigney. Both brothers set off from their community of Raukkan (formerly known as Point McLeay Mission) in South Australia to join the Great War and fight for country, but never returned. The film recounts the family's quest to find out their fates and final resting places.

The second residency outcome was *Mi:Wi 3027*, a new play by Wathaurong/Ngarrindjeri playwright Glenn Shea, captured the unique story of a WW1 friendship between Aboriginal Digger Roland Carter and Leonhard Adam, a German-Jewish anthropologist.

The third residency outcome was *VIETNAM – ONE IN, ALL IN* a visual arts exhibition that presented a contemporary framework by which to explore, express, and acknowledge Aboriginal veterans from South Australia and their service in the Vietnam War. The exhibition featured a collection of multidisciplinary works by 12 Aboriginal artists from South Australia that provided insight and knowledge into what life was like before, during and after the Vietnam War.

Each project offered mentorships and training opportunities of First Nations film makers, playwright and curators.



Programming Performing Arts First Nations shows

In 2018 three First Nations shows were central to our annual program. We presented *The Season* in four venues and extended the presentations with cultural engagement opportunities, including cook ups with Mutton birds and playwriting workshops with writer Nathan Maynard. The success of the latter led to the establishment of the First Nations Writers retreat. In the same week we also presented musical entertainment from Tiwi band B2M including opportunities for local First Nations musicians to perform. We also successfully toured the play *Which Way Home* produced by Ilbjeri Theatre Company.

In 2019 we presented *The Sapphires* to sell out audiences and supported Jacob Boehme to run dance and choreographic workshops while he presented his show *Blood On The Dance Floor* as part of Tarnanthi 2019. We held a song writing workshop with those who had grown up in the Umeewarra Mission (Port Augusta) community to create a new song within the *Mission Songs Project*. The song, *Stroke Of The Pen*, co-written by Jesse and the workshop participants was performed with Jessie Lloyd and her band during Desert Fringe (Port Augusta) and at Middleback Arts Centre in March 2020.



TOP: Jessie Lloyd in *Mission Songs Project*.
 ABOVE: Riverland Acknowledgement of Country film by Allan Collins & Kym Hamann.
 OPPOSITE: Ivan Clyde McKenzie. Photograph by Colleen Strangways

Nukunu Acknowledgement of Country Film

In 2018 Country Arts SA produced a new Acknowledgement of Country film with the Nukunu community for the Northern Festival Centre (NFC), Port Pirie. This historic, minute-long film is played before all cinema screenings and theatre performances where practicable to acknowledge the Nukunu Traditional Owners.

The project was filmed and produced by Aboriginal cinematographer Allan Collins, with Kym Hamann. The team was assisted by Nukunu film student Anil Samy in a film attachment role, providing professional development to aspiring First Nations filmmakers.

Cultural consultants Desmond and Beth Turner lead the process of filming on country, determining relevant film locations such as the Baroota and Port Germein regions. Their guiding contribution was invaluable during filming as well as the writing and recording of the script.

This is the third Acknowledgement of Country film Country Arts SA has produced in consultation and collaboration with local communities. The first film was made in 2016 in the Riverland, premiering at the Chaffey Theatre. The second was the Barnjarla Acknowledgement of Country film premiering in Whyalla in 2017.

This new RAP includes plans to create a Boandik Acknowledgement of Country film for the Sir Robert Helpmann Theatre, Mount Gambier.

Cultural Sharing

Cultural sharing opportunities play a critical role in our staff development. Our Cultural Sharing Policy provides specific opportunities for staff to engage and participate in specific First Nations cultural activities such as performances or story sharing events. Staff are now encouraged to nominate their own opportunity and attend or take part in Cultural Sharing in their own regional communities as part of work time, in addition to any formal opportunities offered by the organisation. In 2019 we held a National Reconciliation Week morning tea with Uncle Kenny Laughton where he shared his story about being an Aboriginal Vietnam Veteran and in April 2020 we viewed the film *In My Blood It Runs* by director Maya Newell with an online Q&A with the director and senior cultural advisor. Staff are also supported to take up opportunities to experience cultural sharing and immersion opportunities on country.

First Nations Writers Retreat

Since 2018 Country Arts SA has hosted an annual Nunga Writers Retreat. In 2018/19 it was held in person at Narrung (next to Raukkan Community) and in 2020 we held two online First Nations Writers' Retreats. One-on-one mentoring sessions were offered over a longer time frame, building deeper engagement and individually tailored skills development for 16 writers from across the state. Script development mentoring sessions were facilitated by playwrights, Nathan Maynard and Alexis West. Short story and Poetry mentoring sessions were facilitated by Ali Eckermann and Mandy Brown.

We are now starting to see some outstanding results from this longer-term skills development program with several of the original participants now published authors.



Relationships

Relationships are key to breaking down stigmas, challenging unconscious biases and in creating mutual respect for First Nations cultures.

We will continue to strengthen and build relationships with First Nations peoples, communities and businesses in the arts sector in South Australia and nationally to ensure that we collaborate for the best possible outcomes.

We will create opportunity for First Nations people to make decisions regarding their own future within our work.

We will use our sphere of influence to unapologetically create change and awareness beyond our immediate remit.

KEY

AACL	Arts and Culture Leader
ACL	Arts Centres Leader
CE	Chief Executive
EP	Executive Programmer
HOP	Head of People
FNACM	First Nations Arts and Culture Manager
FNCP	First Nations Creative Producer
MDL	Marketing and Development Leader
SL	Sustainability Leader
VAPM	Visual Arts Program Manager

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to continuously improve guiding principles for engagement.	June 2023, 2024 & 2025	CE
	Review, update and implement an engagement plan to work with First Nations stakeholders.	June 2023, 2024 & 2025	FNACM
	Establish and maintain two formal two-way partnerships with First Nations communities or organisations, including Narungga and Kokotha/Wirangu.	June 2023, 2024 & 2025	FNCP
	Meet with 2 First Nations organisations at least 6 months in advance of the Creative Communities Partnership Program opening to establish a relationship and outline the program objectives for a shared staffing position.	October 2022, 2023 & 2024	AACL
	Establish an Elder In-Residence program at Port Adelaide and all 4 regional Arts Centres.	February 2024	ACL

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2023, 2024 & 2025	FNACM
	Support RWG members to attend two external events to recognise and celebrate NRW, including Nunga Screen and Reconciliation SA Breakfast.	27 May - 3 June 2023, 2024 & 2025	CE
	Encourage staff and senior leaders to participate in two external events to recognise and celebrate NRW, including Nunga Screen and Reconciliation SA Breakfast.	27 May - 3 June 2023, 2024 & 2025	CE
	Organise two internal NRW events, including at least one organisation wide NRW event, each year.	27 May - 3 June 2023, 2024 & 2025	FNACM
	Continue to deliver Nunga Screen as part of CASA's NRW activities by building an expansion and income diversification strategy targeting corporate entities, Trusts and Foundations.	27 May - 3 June 2023, 2024 & 2025	FNACM
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2023, 2024 & 2025	FNACM
	Ensure staff email signatures reflect National Reconciliation week	May - June 2023, 2024 & 2025	MDL
3. Promote reconciliation through our sphere of influence	Attend at least 2 quarterly RAP Leadership Gatherings per year	June 2023, 2024, 2025	CE
	Discuss strategies at monthly staff meetings to engage all staff to drive reconciliation outcomes.	October 2022, 2023 & 2024	CE
	Communicate our commitment to reconciliation publicly through acknowledging that we work on specific Country in our e-signatures, having a dedicated First Nations post (event / artist profile or shared post from First Nations organisation) a minimum of once per month, redesigning the Country Arts SA website to give more prominence to the First Nations Program and placing a reconciliation statement in every public speech made by a Country Arts SA board or staff member.	October 2022, 2023 & 2024	MDL
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	June 2023, 2024, 2025	CE
	Update partnership agreements to include a clause acknowledging our RAP and encouraging partners to start their own reconciliation journey.	June 2023, 2024, 2025	AACL
	Collaborate with two other like-minded RAP organisations to implement ways to advance reconciliation including Tarrkarri – Centre for First Nations Culture and Reconciliation SA.	October 2023, 2024, 2025	FNACM

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence (continued).	Share our Reconciliation journey by creating digital stories to be available on a specific section of the website and used across our social channels with tagging of relevant collaborating organisations, community groups and artists	February 2023, 2024 & 2025	MDL
	Meet with Reconciliation SA to share and support our RAP journeys in regional South Australia. Promote our work by sending out a media release to regional press, attending Reconciliation SA events and provide support to regional First Nations people to attend.	June 2023, 2024 & 2025	FNACM
	Ensure that induction of new staff includes one on one training on the current RAP to ensure that they understand how they contribute to the targets that relate to their work and to highlight the importance of the RAP to the organisation.	October 2022, 2023 & 2024	HOP
	Host annual lunch and learn sessions to educate staff on the aims of the Uluru Statement.	May 2023, 2024 & 2025	FNACM
4. Promote positive race relations through anti-discrimination strategies.	Engage with First Nations staff and/or First Nations advisors to continuously improve HR policies and procedures concerned with anti-discrimination and the restorative power of self-determination.	June 2023, 2024 & 2025	HOP
	Implement, communicate and annually review an anti-discrimination policy for our organisation	June 2023, 2024 & 2025	HOP
	Provide ongoing education opportunities for senior leaders and managers and staff on the systemic structure and intergenerational impacts of racism.	June 2023, 2024 & 2025	CE
	Publicly support anti-discrimination campaigns, initiatives or stances against racism with an annual planned approach supporting these initiatives in relation to Australia Day.	January 2023, 2024 & 2025	RAP Champions
5. Ensure First Nations people have the opportunity to make decisions regarding their own future and communities.	Ensure that one member of the Country Arts SA Board identifies as First Nations and this person chairs the FNAC.	January 2023, 2024 & 2025	CE
	Ensure at least two First Nations panel members on the Grants Assessment Panel for the Regional Arts Fund.	January 2023, 2024 & 2025	AACL
	Ensure a minimum of one First Nations member on any other Country Arts SA advisory and reference groups.	January 2023, 2024 & 2025	CE
	Continue to meet and work with the First Nations Advisory Committee (FNAC) three times per year.	April, August & December 2023, 2024 & 2025	FNACM
	Create a sub-committee of the FNAC to meet with Arts programming and advise and make final decisions about any First Nations projects in any art form.	January 2023, 2024 & 2025	FNACM



Respect

At Country Arts SA we acknowledge and embrace diversity and act with integrity, transparency and generosity

Respect is one of five values in Country Arts SA's Strategic Plan 2021 – 2025.

Aboriginal and Torres Strait Islander People are the First Peoples of this country. Country Arts SA recognises the unceded rights and spiritual connection to land, waters, and sky along with the ongoing cultural connection that exists today. Cultures and spirit are essential to a safe and healthy landscape.

As a peak arts organisation Country Arts SA will create employment pathways and mentoring opportunities for First Nations artists and their communities. This direction will support strong story-telling platforms to benefit artists and orators both state-wide and nationally.

Country Arts SA will recognise and celebrate cultures from across South Australia by supporting First Nations artists and communities to create works that share their stories with the state and nation.

We will promote harmony throughout the organisation, encouraging ongoing cultural awareness training by First Nations staff and

other professionals. This training will ensure the successful sharing of stories by First Nations artists in regional South Australia.

We will ensure our staff team is provided the opportunity to learn on Country to gain an understanding of cultures and the important place that our First Peoples have in Australia.

It is important all staff can access an ongoing understanding of First Nations deep knowledge and foresight and also the diaspora of rich multiculturalism that resides in Australia.

Together we acknowledge the historical impact that invasion and colonisation has had upon First Nations peoples and the ongoing impacts upon their cultures and way of life. This is an opportunity to decolonise the narrative of Australian history and is the cornerstone of truth telling.

We affirm that truth telling builds respect and strengthens the relationship between Country Arts SA, First Nations peoples and the wider community.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2023, 2024 & 2025	FNACM
	Consult local Traditional Owners and/or First Nations advisors on the implementation of a cultural learning strategy.	April 2023, 2024 & 2025	FNACM
	Implement and communicate a cultural sharing strategy for our staff.	June 2023	FNACM
	Commit all RAP Working Group members, Leadership Team and all new staff to undertake formal and structured cultural learning.	June 2023, 2024 & 2025	CE
	Promote significant dates for First Nations peoples by including them in our Outlook calendars.	January 2023, 2024 & 2025	FNACM
	<ul style="list-style-type: none"> 75% staff undertake in person cultural learning. 75% staff undertake online cultural learning activities. 75% staff undertake cultural immersion learning activities. 	June 2025	FNACM
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	October 2022, 2023 & 2024	CE
	Implement, communicate and review a cultural protocol document (tailored for all communities we operate in, namely Cultural Specifications), including protocols for Welcome to Country and Acknowledgement of Country.	February 2023, 2024 & 2025	FNACM
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events, including Country Arts SA's annual All of Staff Week, all important meetings and at least one major exhibition, one major performance and one major community event per year	October 2022, 2023 & 2024	CE
	Create an Acknowledgment of Country in consultation with the Boandik Nation for the Sir Robert Helpmann Theatre.	December 2023	FNACM
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	May 2023	CE
8. Improve levels of cultural safety within Country Arts SA	Create an internal Cultural Safety protocol.	June 2023, 2024 & 2025	HOP
	Consult with local Elders to determine ways of improving cultural safety at our Art Centres and spaces.	June 2023, 2024 & 2025	ACL
9. Engage with First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024 & 2025	RWG Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	October 2022, 2023 & 2024	HOP
	Support all staff to participate in at least one NAIDOC Week event in their local area.	First week in July 2023, 2024 & 2025	CE

Action	Deliverable	Timeline	Responsibility
	In consultation with First Nations stakeholders, support at least one external NAIDOC Week event each year.	First week in July 2023, 2024 & 2025	FNACM
	Ensure staff email signatures reflect NAIDOC week	June 2023, 2024 & 2025	MDL
10. Ensure our spaces and places are welcoming to First Nations people.	Print and display the new 2022 - 2025 Stretch RAP in all Country Arts SA offices and 5 arts centres.	October 2022	MDL
	Create Acknowledgment of Country signage in language through consultation with the First Peoples where our spaces exist in Port Adelaide, Noarlunga, Mount Gambier, Renmark, Port Pirie and Whyalla.	June 2024	ACL
	Liaise with local Elders to investigate dual naming of all regional Arts Centres.	December 2023	ACL
	Ensure the Elder in-residence program is financially supported, resourced and maintained to make our spaces welcoming to First Nations people.	June 2024	FNACM
11. Commit to First Nations programming	Program at least two First Nations performing arts shows annually.	September 2023, 2024 & 2025	EP
	Program at least one First Nations exhibition biannually.	September 2023, 2024 & 2025	VAPM
	Ensure Artist professional development programs and opportunities include at least one allocated position for a First Nations participant.	January 2023, 2024 & 2025	AACL
	Investigate factors which restrict First Nations community attending Country Arts SA events in order to reduce barriers to participation through at least 2 focus group research opportunities each year (interviews / chats with community leaders and Elders in each region).	June 2023, 2024, 2025	MDL
	Research how other arts organisations attract non-First Nations audiences to First Nations events. Research methodologies will include focus groups, individual interviews, social media polling, online surveys and successful case studies from other organisations that have achieved high rates of attendance and/or participation in First Nation works and events.	June 2023, 2024 & 2025	MDL
	When contracting hirers of our arts spaces, encourage them to support First Nations audiences by offering tickets to First Nations audiences through the Nunga Tickets scheme.	October 2022	ACL
12. Ensure we offer opportunities for truth telling	Support First Nations led truth telling, with at least one opportunity for speakers to be invited in each year as part of our existing Cultural Sharing program across the organisation for staff to increase their knowledge and understanding.	June 2023, 2024 & 2025	CE & FNACM
	Implement a caring and cultured process to ensure a safe environment during truth telling by including a nominated Elder or Grief Counsellor to support those involved when the telling process triggers vulnerability and develop actions for change from learnings from truth telling opportunities.	June 2023, 2024 & 2025	CE & FNACM



Opportunities

Opportunities are essential for our organisation to live true to the principle of First Nations First. This is the primary focus in our Strategic Plan 2021-2025 and lays the groundwork for all the work we achieve across the organisation.

We aim to be the employer of choice for First Nations people by building a culturally safe and inclusive workplace that provides space for First Nations staff to share their experiences and support each other.

We will support the development of our First Nations staff, both in their careers as arts practitioners and as holders of cultural knowledge and practice, with policies that provide First Nations people with flexibility and understanding.

We aim to increase our employment and retention to 10% by March 2025 by ensuring that all Managers

communicate every employment opportunity to First Nations peoples through relevant channels.

We will ensure we have First Nations people at all levels of the organisation especially in decision making roles on the Board and Leadership Team.

Our decisions will contribute to the wider procurement and supply policy set by the South Australian Government by choosing First Nations businesses.

Action	Deliverable	Timeline	Responsibility
13. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	June 2023, 2024 & 2025	HOP
	Review and update a First Nations recruitment, retention and professional development strategy with a focus on Cultural Safety.	June 2023, 2024 & 2025	HOP
	Advertise job vacancies to effectively reach First Nations stakeholders.	June 2023, 2024 & 2025	HOP
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation.	June 2023, 2024 & 2025	HOP
	Support at least one First Nations employee to take on existing and new management and senior level positions through training and mentoring.	June 2023, 2024 & 2025	CE
	Review the target of 10% First Nations employment under the new First Nations Employment Strategy.	June 2023	SL

Action	Deliverable	Timeline	Responsibility
	Offer work experience opportunities to First Nations peoples at the Port Adelaide office and one regional Arts Centre per year (e.g. Tech, Front of House, Arts Administration, Programming) which will be supported through the First Nations programming team.	December 2022, 2023 & 2024	FNACM
	Allocate an additional 20% per annum in First Nations staff administration budgets for training and mentoring.	June 2023, 2024 & 2025	CE
14. Increase First Nations employment opportunities in the Arts.	Identify one South Australian organisation to partner in the long-term sustainable employment of one First Nations arts worker through Country Arts SA's Creative Communities Partnership Program.	October 2022, 2023 & 2024	CE
	Review and revise existing Programming Framework to ensure Country Arts SA professional development programs and opportunities include at least one allocated position for a First Nations participant.	October 2022, 2023 & 2024	AACL
15. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	June 2023, 2024 & 2025	SL
	Investigate Supply Nation membership.	June 2023, 2024 & 2025	FNACM
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2023, 2024 & 2025	CE
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2023, 2024 & 2025	SL
	Maintain commercial relationships with three First Nations businesses, including Print Junction and Ochre Dawn.	October 2022, 2023 & 2024	FNACM & MDL
	Target of \$200,000 for annual procurement from First Nations businesses.	May 2023, 2024 & 2025	SL
	Train staff in contracting First Nations businesses.	October 2022, 2023 & 2024	SL



Governance

Action	Deliverable	Timeline	Responsibility
16. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain a minimum of two First Nations representatives on the RWG with one young person and one community member.	October 2022, 2023 & 2024	FNACM
	Maintain a Terms of Reference for the RWG.	October 2022, 2023 & 2024	FNACM
	Meet at least four times per year to drive and monitor RAP implementation.	March, May, September, November 2022, 2023, 2024 & 2025	FNACM
17. Provide appropriate support for effective implementation of RAP commitments.	Embed and budget for resource needs for RAP implementation.	May 2023, 2024 & 2025	CE
	Embed key RAP actions in performance expectations of all staff.	October 2022, 2023, 2024	HoP & All Managers
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	October 2022, 2023 & 2024	FNACM
	Maintain at least 3 internal RAP Champions with at least 2 from Leadership.	October 2022, 2023 & 2024	CE
	Include our RAP as a standing agenda item at senior management meetings.	October 2022, 2023 & 2024	CE
18. 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 2023, 2024, 2025	FNACM
	Contact Reconciliation to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2023, 2024, 2025	FNACM
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	July 2025	FNACM
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023, 2024 & 2025	FNACM

Action	Deliverable	Timeline	Responsibility
	Report RAP progress to all staff and Board Quarterly.	April, June, August, December 2022, 2023, 2024 & 2025	FNACM & MDL
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	October 2022, 2023 & 2024	MDL
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	CE
19. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	CE



Our RAP artwork by Harley Hall

This artwork represents spirit animals. We have the animals representing their strong spirits. The aboriginal man represents our warriors and strength.

The community symbol represent community and connects us to each other. We have the men and women sitting around with there hunting tools teaching our younger generation our ways and keeping culture strong! We have the men with there boomerangs and spears and the women with digging sticks.

The dots represent all the different clan groups throughout our nation. The animal tracks connects us to the animals.

The hands and crosshatching represents us as a whole as we are the longest living culture in the world!



Thank you

Thank you to the many community members that took part in consultation and provided feedback on our RAP, your contribution was vital to the development.



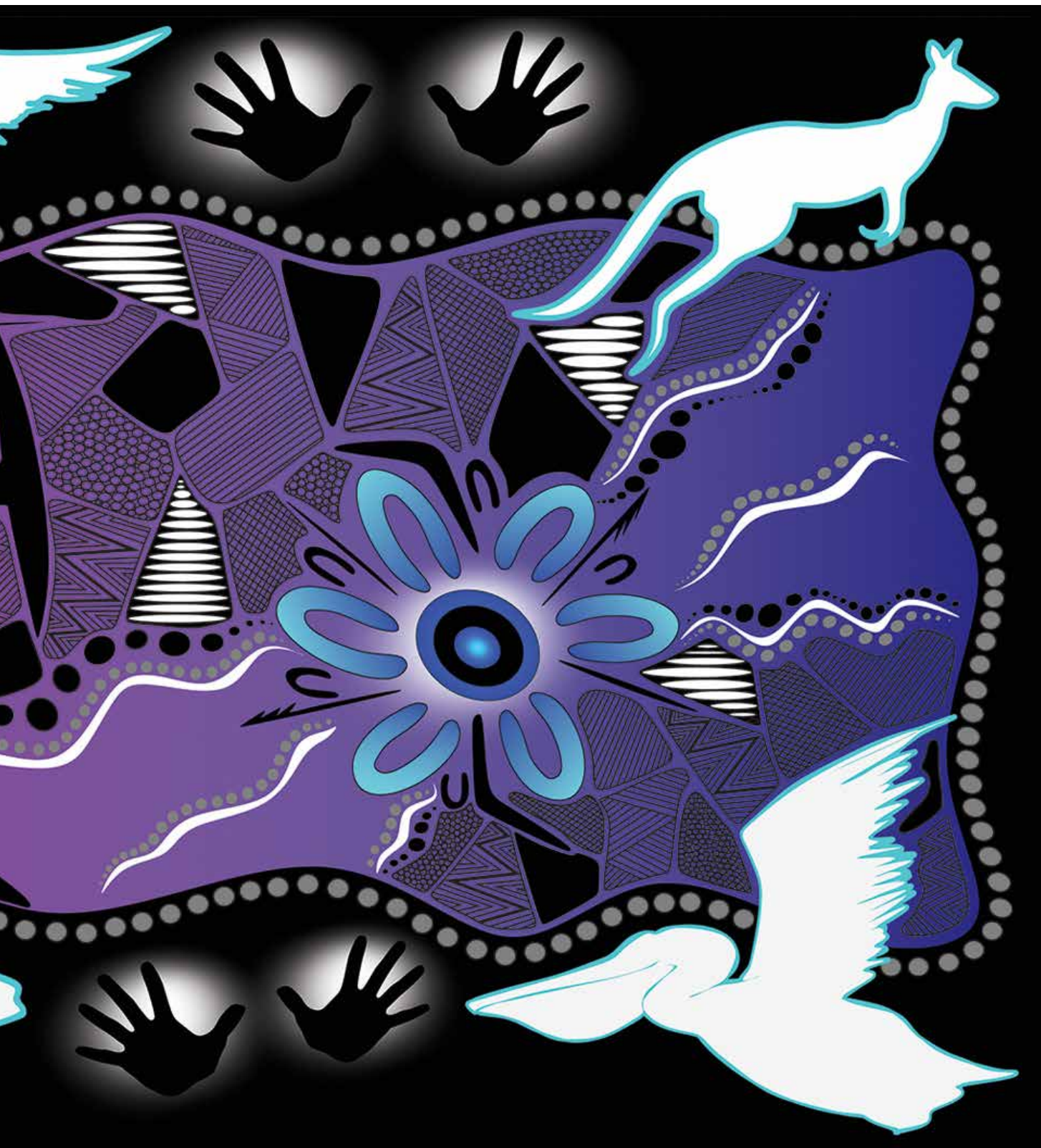
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