

Innovate Reconciliation Action Plan Dec 2025—Dec 2027




RECONCILIATION
ACTION PLAN
INNOVATE

NAOMI
MILGROM
FOUNDATION





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Acknowledgement of country

We acknowledge the people of the Eastern Kulin Nation as the Traditional Custodians of the land on which we connect, create and work. We pay our respects to their land, their ancestors and their Elders—past & present. We acknowledge Aboriginal and Torres Strait Islanders as the First Peoples of Australia, who never ceded sovereignty.

We are profoundly grateful for the wealth of creative practices of Aboriginal and Torres Strait Islander peoples, and deeply value the contributions of our First Nations collaborators, whose input has enriched and embedded essential perspectives and meaning into our work.

Featured artwork

Stacey Edwards

Taungurung/Boon Wurrung people
Boon Wurrung/Bunurong Fauna and Flora, 2025
Acrylic on canvas 60x45cm



The featured artwork '*Boon Wurrung/Bunurong Fauna and Flora, 2025*' by Stacey Edwards has been licensed through The Torch.

The Torch is a not for profit First Nations-led arts organisation that provides art, cultural, and arts industry support to First Nations people who are currently incarcerated or have recently been released from prisons in Victoria. The Torch assists artists to reconnect with culture and earn income from art sales with 100% of the artwork price going directly to the artist, licensing, special projects and exhibitions.

Stacey is a Taungurung/Boon Wurrung/Bunurong woman with traditional connections to the Melbourne region. Stacey's grandfather and his siblings were removed under government policies and today Stacey describes herself as a grandchild of the Stolen Generation. Stacey has been living in Melbourne and has been exploring her identity, art and culture more recently as an adult.

"I've painted this artwork out of respect to my Boon Wurrung/Bunurong heritage. Sweet scented wattle is found along the coast and is tolerant to strong ocean winds. The butterfly the Lesser Wanderer is found on and around many places including the Mornington Peninsula."

— Stacey Edwards



Statement from CEO of Reconciliation Australia

First Innovate RAP

Reconciliation Australia commends the **Naomi Milgrom Foundation** 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 **Naomi Milgrom Foundation** 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 **Naomi Milgrom Foundation** 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 **Naomi Milgrom Foundation** 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 **Naomi Milgrom Foundation'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 **Naomi Milgrom Foundation** on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Foreword from the Naomi Milgrom Foundation

Naomi Milgrom AC, Founder, Naomi Milgrom Foundation
Elaine Chia, CEO, Naomi Milgrom Foundation

Reconciliation is not a single act or statement, it is a sustained journey, one grounded in truth, relationships and action. Through our Innovate RAP, we affirm our commitment to embedding Aboriginal and Torres Strait Islander perspectives into every facet of our organisation, from the way we develop programs to the partnerships we form and the stories we choose to elevate. This moment marks a deepening of our commitment to listen, to learn, and to create space for self-determined First Nations voices to be heard, seen and felt.

Our Foundation exists to champion the role of art, design and architecture to improve Australian lives. These disciplines do not exist in a vacuum, they shape our shared environments, reflect our values, and create opportunities to imagine new futures. We believe that true cultural leadership includes centring First Peoples' histories and futures in this creative work. We recognise the privilege of having worked alongside incredible First Nations collaborators, whose wisdom and generosity have enriched our initiatives, including MPavilion, the Living Cities Forum and the renewal of the Richmond Power Station.

Our journey to this point has been guided by the vision of a reconciled Australia, one where First Peoples' rights to self-determination, culture, art and land are respected and celebrated as core to our national identity. We are proud of the relationships we have built and the impact of our Reflect RAP, and know there is more to do. The development of this Innovate RAP is both a continuation and a commitment: to take meaningful, measurable steps forward, guided by enduring relationships and shared purpose.

We thank the many First Peoples leaders, artists, architects and advisors who have contributed to our journey so far, particularly Professor N'arweet Carolyn Briggs AM, Uncle Dave Wandin, Deborah Cheetham Frailon AO, Sarah Lynn Rees, Bradley Kerr and Leila Gurruwiwi. Their influence is embedded in the very fabric of our programs, our spaces and our organisational culture. We also acknowledge our RAP Working Group and all Foundation staff who are championing reconciliation from within.

As we look to the future, we commit to creating culturally safe environments, amplifying Aboriginal and Torres Strait Islander voices, and embedding First Nations perspectives throughout our projects. We stand ready to listen, to act and to build a legacy of reconciliation that honours the past and invests in a more just and equitable future for all Australians.

Naomi Milgrom AC
Founder
Naomi Milgrom Foundation

Elaine Chia
Chief Executive Officer
Naomi Milgrom Foundation

Our vision for reconciliation

Our vision for reconciliation is one where First Peoples' rights to self-determination, culture, art and land are celebrated and respected and where their ancient sovereignty can shine through as a full expression of Australia's identity.

As a not-for-profit organisation that has a core aim to enhance the presence of creative culture and to champion art, design and architecture, we aspire to be leaders in reconciliation by connecting the broader community with true representations of First Nations histories, cultures and stories, with a view to achieving positive outcomes. We have an explicit responsibility to promote diversity, nurture inclusivity and provide a culturally inviting and safe space.

In the development of our projects, we will prioritise and support Aboriginal and Torres Strait Islander voices and will continue to engage in respectful, collaborative, reciprocal and enduring relationships with First Nations peoples, organisations and businesses. We will seek guidance and consultation with a diverse range of Traditional Custodians as part of our ongoing decision making.

Our organisation

Established in 2014, the Naomi Milgrom Foundation is a Naarm (Melbourne) based not-for-profit, charitable organisation which champions art, design and architecture to improve Australian lives.

The Naomi Milgrom Foundation (NMF) accomplishes this by actively fostering collaborations with artists, designers, creative and educational institutions. Through public-private partnerships, NMF commissions, creates and enables extraordinary projects with extraordinary people that would not otherwise happen.

NMF's key forms of activities include:

- Commissioning and creating bold new projects and events at the forefront of contemporary culture
- Providing catalytic funding
- Establishing partnerships and collaborations for impact
- Intensifying focus and publicly advocating for art, design and architecture
- Harvesting synergies and extending capabilities of all involved with the Foundation

NMF's major flagship initiatives include:

- MPavilion
- Living Cities Forum
- Richmond Power Station

MPavilion

A place for debate
around the design of
today and tomorrow.



*Photography (left to right, top to bottom):
Casey Horsfield, Isabella Oliveria and
Michael Pham*

MPavilion is Australia's leading architecture commission and platform for experimentation and new voices.

Each year since 2014, NMF has commissioned leading architects from Australia and across the world, each with a unique architectural language, to design a temporary pavilion for the Queen Victoria Gardens in Melbourne's arts precinct. Created as a place to celebrate and encourage deeper knowledge and appreciation of the role of architecture and design, the pavilion becomes a new

meeting place for a diverse four-month program of cultural events including talks, performances, workshops, installations and an education program, which are free and open to all.

At the close of each season, the pavilion is gifted to and relocated to a new permanent home for use by the community. There are seven pavilions located across Melbourne. Thanks to community and industry support, MPavilion 10 by acclaimed Pritzker Prize-winning Japanese architect Tadao Ando will remain in Queen Victoria Gardens until 2030, with NMF supporting a year-round program of free events.

Living Cities Forum

Designing a brighter future for our cities.

Living Cities Forum, established in 2017, is an annual assembly of leading international architects and urban thinkers exploring the role of design, architecture and planning in shaping our communities, actively seeking out and inviting voices from across society to take part in deep and critical analyses of our cities.



Beyond the forum, satellite events including additional presentations, industry workshops and panel discussions progress ongoing conversations, highlighting the role of architecture and urban design as a shaping force in our cities, towns and local communities, inspiring civic engagement with questions of place, design and liveability.

These important supplementary activities build connections between big thinkers and local doers—from design and urban planning experts, futurists and policy makers, to social activists and academics. A portal to archived content including videos, essays, films, and conversations remains online as a valuable resource for the Australian and global community.

Photography: Casey Horsfield (2 images on left) and Michael Pham (image on right)

Richmond Power Station

Designing a better future for every living thing.

NMF is undertaking the redevelopment and transformation of the former Richmond Power Station in Cremorne into a dynamic destination of inquiry, curiosity and ingenuity.



The energy generated by the former coal-fired power station is conceptually harnessed and distributed as a powerful force driving rejuvenation of nature, the Cremorne and the wider Melbourne neighbourhood and of the community, both local and global. The project will be an exemplar of regenerative thinking, where the meaning of place is deeply considered, heritage is respected, sustainability drives each design decision and where Indigenous knowledge is embedded in every step of the journey as guided by Wurundjeri Elder Uncle Dave Wandin as Indigenous co-designer.

Opening in 2027, the Richmond Power Station of the future will come to life at the intersection of nature, design, science, technology and art, as a cultural generator for the local, national and global community.

Photography: Michael Pham

Sphere of influence

Team & Network:

- Board of Directors — 5 Directors including CEO
- Staff — up to 10 staff in the office and up to 20 casual/seasonal staff
- Collaborators — up to 200 collaborators annually

Organisations:

- Partners (private)
- Grant recipients
- Service providers and suppliers
- Contractors and consultants
- Government — federal, state (across Australia) and local
- Educational institutions (secondary and tertiary)

Community:

- Arts and cultural community
- Architecture and design community
- General public (visitors, participants and audiences)
- Students and educators

Geographic Reach:

- Local/metropolitan Melbourne — in person events
- National — in person and livestream events
- International — media and online content

Sphere of influence (continued)

First Nations

advisors:

We engage First Nations advisors, educators and artists in varying capacities and have built meaningful and lasting relationships with First Nations organisations and communities over the past ten years.

Some of these include:

- Professor N'arweet Carolyn Briggs AM PhD — Boon Wurrung senior Elder and the chairperson and founder of the Boon Wurrung Foundation and descendant of the First People of Melbourne, the Yallukit Willam clan of the Boon Wurrung. N'arweet Carolyn Briggs provides consultation for MPavilion and gives the Welcome to Country at the opening of MPavilion.
- Uncle Dave Wandin — Wurundjeri Elder and Director of Wandoon Estate Aboriginal Corporation at Coranderrk. Uncle Dave is the Indigenous Co-Designer on the Foundation's Richmond Power Station project. He also provides consultation as the Indigenous Advisor for the Living Cities Forum and gave a joint Welcome to Country at the opening of MPavilion 10.
- Deborah Cheetham Fraillon AO — Yorta Yorta woman, soprano, composer and Artistic Director of Short Black Opera. MPavilion has commissioned Deborah to compose the Acknowledgment of Country song performed at each MPavilion opening ceremony celebration since the birth of the project in 2014.
- Sarah Lynn Rees — A Palawa woman descending from the Plangermaireener and Trawlwoolway people of North-East Tasmania. Sarah curated the BLAKitecture series from 2017 to 2022.
- Bradley Kerr — A Quandamooka man and an architect living, working and learning on Wurundjeri Country and is Director of Naarm based design studio Winsor Kerr. Bradley has been the curator of BLAKitecture since 2023.

Our RAP



The Naomi Milgrom Foundation is dedicated to deep learning and growth, to helping embed First Nations collaboration and representation into our activities, and to advancing reconciliation.

As an organisation that works and creates on the stolen lands of First Nations peoples, we have a responsibility to contribute towards a more just, equitable, inclusive and reconciled Australia. We are committed to setting long-lasting, clear, meaningful and achievable goals as part of our Innovate RAP journey.

Internal RAP lead/champion:

- Katherine Lindsay, Head of Marketing and Communications

RAP Working Group:

- Katherine Lindsay, Head of Marketing and Communications
- Elaine Chia, CEO
- Clare Leporati, Administrator
- Rose Harriman, Creative Projects Producer
- Felix Davis, Project Manager and Sustainability Lead, Richmond Power Station
- Leila Gurruwiwi, Aboriginal and Torres Strait Islander Representative (external), Cultural Liaison and Public Programs Lead at Agency Projects

All other employees form part of the RAP Reference Group, representing different experiences and expertise, helping to generate ideas during RAP development and to drive progress on the RAP.

Our reconciliation journey

In 2022 the Foundation embarked on the formal process of developing a RAP. Our Reflect RAP was ratified by the Foundation Board in December 2023.

Since the Reflect RAP, we have continued our journey towards reconciliation by accomplishing most of the deliverables outlined and forming new plans to action across all our activities. The focus remains on articulating and setting clear and meaningful goals that aim to contribute towards integrating Aboriginal and Torres Strait Islander perspectives across all our activities.

Outcomes

We have actively supported Aboriginal and Torres Strait Islander organisations and activities, whether through commissioning songs by First Peoples artists for each MPavilion, programming First Nations speakers and First Nations-led events, to providing philanthropic grants to organisations, including but not limited to Agency and Blak & Bright Festival. We have had First Nations representatives on our advisory boards for all our projects across NMF. Additionally, our team and invited guests have participated in a variety of cultural activities and training.

Through these activities we have gained greater knowledge of First Nations cultures and histories, developed a deeper understanding of First Nations perspectives and broadened our network and deepened our connection with Aboriginal and Torres Strait Islander collaborators and stakeholders.

Examples of some of our key accomplishments, include:

- Maintaining strong relationships with members of the Wurundjeri and Boon Wurrung community at an executive level.
- Developing ongoing and enduring relationships with First Nations artists, designers, architects and collaborators in our sphere of influence, and across all our projects.
- Consulting with respected First Nations stakeholders in the development of our MPavilion program and the design of the Richmond Power Station.
- Developing collaborator guidelines for MPavilion program participants, including information about traditional ownership and appropriate Acknowledgement of Country.
- Sharing our commitment to reconciliation and our RAP with all staff through onboarding documents and induction presentations.
- Inviting a Wurundjeri Woi Wurrung representative to lead a Walk on Country for all staff at the MPavilion site in 2023, to gain greater understanding of the Country on which we operate.
- Having all international guest speakers participating in Living Cities Forum do a Walk on Country upon arrival in Australia.
- Undertaking Cultural Awareness Training with our core staff for the second time and planning a third session for early 2025.
- Participating in cultural activities as a team, including the Aboriginal Heritage Walk at the Royal Botanic Gardens, the exhibition opening of 'Keep the Fire Burning' and the 'yalingbuth, yalingbu, yirramboi' exhibition in Healesville.
- Embedding Wurundjeri Woi Wurrung Language, and the Language of First Peoples more generally, into our regular meetings by learning new words. A list of over 70 learnt words has been compiled as a resource for staff.

Our journey in action



Photography: Kayla May Petty-Kook

MPavilion — BLAKitecture Series

In 2017, MPavilion initiated its BLAKitecture series, curated by Palawa woman Sarah Lynn Rees. BLAKitecture is an open forum bringing together First Nations built environment practitioners from across Australia to centralise First Nations voices in conversations about architecture, the representation of histories, and the present and future states of our built environments. The series questions how, through design, we might respectfully embed our Indigenous past, present and future and our colonial history, while also embracing our multicultural, technological, agricultural and industrial evolutions. BLAKitecture further extends these themes to tackle questions such as: What is Indigenous architecture? How can we empower the profession with a sensibility to work with Indigenous communities? How can we encourage young Indigenous people to take up a career in the built environment? The eighth BLAKitecture series features three talks responding to the program theme 'Home Ground', curated by Bradley Kerr, a member of MPavilion's Curatorial Collective.

Living Cities Forum — Keynote Speaker David Fortin

David Fortin is a Canadian architect, a professor of architectural history, theory and design, and a citizen of the Métis Nation of Ontario. He is the first person of Indigenous heritage to direct a school of architecture in Canada. His design practice works primarily with First Nations communities across Canada. David Fortin was invited as a keynote speaker for the 2023 Living Cities Forum to talk on the theme of 'Infrastructures for Life' and the embedding of First Nations perspectives in design and architecture's role in reconciliation.

Our long-time collaborator and First Nations architect, Bradley Kerr, reflected that: *"Having the opportunity to listen and meet First Nation's Peoples globally... has been integral to my personal growth, and to the growth of the way that we approach the practice and teaching of architecture. First Nation's Peoples globally are facing challenges of treaty, a right to home ownership, a right to have a voice and a right to be considered and acknowledged. Learning from other First Nations people inspires me to continue working, and to continue fighting, for our collective ambitions."*



Photography (top to bottom): CaseyHorsfield and Kayla May Petty-Kook



Richmond Power Station — Co-Designer Uncle Dave Wandin

We have been extremely privileged to have Uncle Dave Wandin come on board to be the co-designer of the Richmond Power Station, from the project's very infancy. Uncle Dave is a Wurundjeri Woi Wurrung Elder at the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and a member of the Birrarung Council. He is a recognised leader in the promotion and execution of cultural (cool) burns in Victoria. Uncle Dave is also the chair of the Wandoon Estate Aboriginal Corporation. This organisation represents the Wurundjeri people, the Traditional Owners of the historical property "Coranderrk" in the Yarra Valley. In 1999, the Indigenous Land Corporation purchased 80 hectares of the property and gave ownership to the Wandoon Estate. Coranderrk now operates as a farm for native bush foods and to restore environmental health and productivity to the farm. Through his work at Coranderrk, Uncle Dave champions a legacy of land protection and believes in passing on these practices for a brighter future.



Photography (top to bottom): Casey Horsfield and Michael Pham

NMF Team — Aboriginal Heritage Walk

On 9 July 2023, team members participated in an Aboriginal Heritage Walk at the Royal Botanic Gardens, led by Uncle Den and later joined by Aboriginal Learning Officer Christopher Jakobi. The Royal Botanic Gardens are a significant cultural site for the people of the Eastern Kulin Nation. On this walk the team heard about the Boon Wurrung and Woi Wurrung people's connection to plants and explored traditional uses of plants for food, medicine and tools. They visited significant Indigenous trees and plants in the Gardens and learned about historical land management and biodiversity practices maintained by the First People across Australia. This enriching experience provided insights into both personal and broader First Nations histories, customs and ongoing connection to Country.

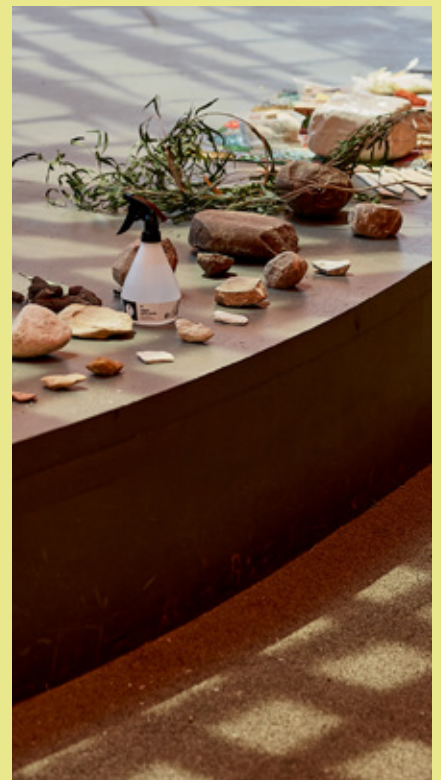


Key learnings & goals

While the Foundation achieved most of its objectives under the Reflect RAP, our experiences highlighted several key learnings and areas for development. These learnings will shape our Innovate RAP, with a more strategic set of goals aligned with the Foundation's overarching mission and embedded into our day-to-day activity.



Photography: Casey Horsfield





Photography: Marie-Luise Skibbe

Support First Nations careers & create a culturally safe environment for stakeholders and collaborators.

As an identified area that requires ongoing improvement, we will build upon and review our HR and recruitment policies and procedures to ensure they are culturally responsive and acknowledge different cultural experiences. We will identify specific and appropriate roles to pursue more meaningful opportunities for Aboriginal and Torres Strait Islander peoples to be engaged in our projects. We will share and promote opportunities through identified channels and Aboriginal and Torres Strait Islander networks to effectively reach local and broader communities.

Amplify First Nations voices & deepen engagement with First Nations stakeholders and community.

Given our reliance on First Nations advisors, we need to be mindful and respectful of the demands and expectations being placed on our current First Nations stakeholders. We will develop and implement a plan to engage an extended network of Aboriginal and Torres Strait Islander stakeholders and organisations, with a focus on creating strategic partnerships and projects related to art, architecture and design.

We will continue to seek guidance and work on deepening our connections with our existing Aboriginal and Torres Strait Islander representatives and advisors, as well as foster new collaborative, reciprocal and enduring relationships with First Nations individuals and organisations in the broader community. We will prioritise and support a wide range of Aboriginal and Torres Strait Islander voices by committing to increasing self-determined programming and content within key NMF initiatives.

Connect to Country & embed Aboriginal and First Nations perspectives throughout NMF projects.

As an area of continued importance, given our platform, we need to ensure this is an integrated part of our operations. We commit to forming a deeper connection to land and Country, in both self-guided research and by seeking counsel from Traditional Owners. We will continue to be directed by Uncle Dave Wandin and the Wandoon Estate Aboriginal Corporation in embedding Indigenous design thinking in the redevelopment of the Richmond Power Station. We will endeavour to increase global understanding of Aboriginal and Torres Strait Islander cultures at the Living Cities Forum, through exchange of knowledge and inviting international guests to partake in cultural activities. We will commit to deepening our knowledge of local Wurundjeri Woi-Wurrung language, in consultation with Traditional Owners, as well as bring Aboriginal & Torres Strait Islander heritage & histories to the fore of our communications.

Table of deliverables



Relationships



Building strong, respectful genuine and reciprocal relationships with Aboriginal and Torres Strait Islander peoples is central to how NMF operates. These relationships provide an opportunity to listen deeply, learn from First Nations perspectives, and collaborate meaningfully. We are dedicated to honouring and strengthening our existing partnerships while fostering new ones, with the vision of achieving equity, inclusion, and sustainable progress. By embedding these learnings into our Foundation, we aim to create environments that empower First Nations voices and celebrate Aboriginal and Torres Strait Islander cultures and knowledge.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Seek advice from local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	July 2026	<i>Lead: CEO Support: Creative Projects Producer</i>
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, with a focus on creating strategic partnerships and projects related to art, architecture and design.	September 2026	<i>Lead: CEO Support: Creative Projects Producer, Head of Marketing & Comms</i>
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	RAP Working Group members to participate in at least one external NRW event.	27 May - 3 June 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Organise at least one NRW event each year.	27 May - 3 June 2026, 2027	<i>Lead: Head of Marketing and Comms Support: Administrator</i>
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	<i>Lead: Administrator Support: Head of Marketing & Comms</i>
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2026	<i>Lead: Administrator Support: CEO</i>
	Communicate our commitment to reconciliation publicly.	May 2026, 2027	<i>Lead: Head of Marketing & Comms Support: Administrator</i>
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through embedding our RAP goals across all our activities.	September 2026	<i>Lead: CEO Support: Creative Projects Producer, Head of Marketing & Comms</i>
	Actively seek conversation and collaborations with other likeminded RAP organisations to develop innovative approaches to advance reconciliation.	July 2026	<i>Lead: CEO Support: Administrator</i>
	Increase global understanding of Aboriginal & Torres Strait Islander cultures through Living Cities Forum, including an annual Walk on Country for all international speakers.	September 2026, 2027	<i>Lead: Creative Projects Producer Support: Administrator</i>
	Bring Aboriginal & Torres Strait Islander heritage and languages to the fore of our communications with a focus on sharing the precolonial history of the key sites we work on.	April 2026	<i>Lead: Head of Marketing & Comms Support: Administrator</i>
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify and update existing anti-discrimination provisions, and future needs.	July 2026	<i>Lead: CEO Support: Administrator</i>
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2026	<i>Lead: Administrator Support: CEO</i>
	Review NMF's application, onboarding, induction and performance review processes to determine if they are culturally responsive.	July 2026	<i>Lead: Administrator Support: CEO</i>
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2026	<i>Lead: CEO Support: Administrator</i>
	Educate senior leaders and managers on the effects of racism.	July 2026	<i>Lead: Administrator Support: CEO</i>

Respect



Respect is at the heart of NMF's values and drives our commitment to listening, learning, and fostering meaningful connections. We strive to deepen our recognition and appreciation of Aboriginal and Torres Strait Islander histories, traditions, perspectives, and rights by encouraging our staff, stakeholders, and collaborators to engage with and learn from First Nations voices. By embedding respect into our practices, we aim to elevate these voices and champion cultural leadership. This approach reinforces our responsibility to build a workplace and community where diversity is valued, and reconciliation is actively pursued.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	July 2026	<i>Lead: Administrator Support: CEO</i>
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2026	<i>Lead: Administrator Support: CEO</i>
	Develop, implement and communicate a cultural learning strategy document for all staff.	July 2026	<i>Lead: CEO Support: Administrator</i>
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Commit to deepening our knowledge of local Wurundjeri Woi-wurrung culture through language in consultation with Traditional Owners.	April 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Increase staff's ongoing learning by sharing upcoming events, publications and news affecting the Aboriginal and Torres Strait Islander community through internal chat channels and meetings.	December 2025, 2026, 2027	<i>Lead: Administrator Support: Head of Marketing & Comms</i>
	External documents including collaborator and consultant agreements to reference Creative Australia's Protocols for using First Nations Cultural and Intellectual Property in the Arts.	January 2026	<i>Lead: Creative Projects Producer Support: Head of Marketing & Comms</i>
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 for Welcome to Country and Welcome to Country protocols.	January 2026	<i>Lead: Administrator Support: Creative Projects Producer</i>
	Develop, implement and communicate a cultural protocol suite of resources, including protocols for Welcome to Country and Acknowledgement of Country.	January 2026	<i>Lead: Head of Marketing and Communications Support: Creative Projects Producer</i>
	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2027	<i>Lead: CEO Support: Administrator</i>
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	April 2027	<i>Lead: Administrator Support: CEO</i>
	Share our cultural protocol resources with collaborators and external stakeholders and provide encouragement to conduct their own research into the land our sites sit on, where applicable.	December 2025	<i>Lead: Head of Marketing & Comms Support: Creative Projects Producer</i>
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Promote and encourage participation in external NAIDOC events to all staff.	First week of July 2026, 2027	<i>Lead: Head of Marketing & Comms Support: Administrator</i>

Opportunities



Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is essential to our organisation's mission of fostering equity and inclusion. By focusing on employment, procurement, and retention in our Innovate RAP, we aim to build pathways for economic empowerment and sustainable growth and ensure that Aboriginal and Torres Strait Islander voices are represented and valued in all aspects of our work. This commitment aligns with our strategic direction to drive cultural and social outcomes that benefit First Nations stakeholders, fostering meaningful participation and long-term partnerships.

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 and partner organisations to inform future employment and professional development opportunities.	July 2026	Lead: CEO Support: Administrator
	Engage with Aboriginal and Torres Strait staff to consult on our recruitment, retention and professional development strategy.	July 2026	Lead: CEO Support: Administrator
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2026	Lead: CEO Support: Administrator
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2027	Lead: Administrator Support: Head of Marketing & Comms
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2026	Lead: Administrator Support: CEO
	Create opportunities to increase the number of Aboriginal and Torres Strait Islander consultants engaged by NMF.	April 2027	Lead: CEO Support: Administrator
9. Strengthen participation of First Nations voices, talent and creatives in the programming across NMF Projects.	Consult with Aboriginal and Torres Strait Islander peoples, such as relevant Land Councils, in the engagement of First Nations program advisors for the planning and shaping of all NMF Projects.	April 2027	Lead: CEO Support: Creative Projects Producer
	Share and promote all new creative opportunities through established First Peoples organisations and artist networks.	April 2027	Lead: Creative Projects Producer Support: Head of Marketing & Comms
	Commit to increasing self-determined programming and content within key NMF initiatives.	April 2027	Lead: Creative Projects Producer Support: Head of Marketing & Comms
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy including a database of Aboriginal and Torres Strait Islander businesses.	July 2026	Lead: CEO Support: Administrator
	Investigate Supply Nation membership.	February 2026	Lead: CEO Support: Administrator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026	Lead: CEO Support: Administrator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026	Lead: CEO Support: Administrator
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2026	Lead: CEO Support: Administrator



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	December 2025	<i>Lead: CEO Support: Administrator</i>
	Establish and apply a Terms of Reference for the RWG.	January 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	RWG to meet at least four times per year to drive and monitor RAP implementation.	April 2026, 2027	<i>Lead: Administrator Support: CEO</i>
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2026	<i>Lead: Administrator Support: Head of Marketing & Comms</i>
	Engage all staff in the delivery of RAP commitments.	January 2026	<i>Lead: Administrator Support: Head of Marketing & Comms</i>
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2026	<i>Lead: Head of Marketing & Comms Support: Administrator</i>
	Appoint and maintain an internal RAP Champion from senior management.	December 2025	<i>Lead: Administrator Support: CEO</i>
13. 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.	December 2025	<i>Lead: Administrator Support: CEO</i>
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027	<i>Lead: Administrator Support: CEO</i>
	Report RAP progress to all staff and senior leaders at least quarterly at internal RAP meetings.	March, June, Sept, Dec 2026 & 2027	<i>Lead: Head of Marketing & Comms Support: Administrator</i>
	Report RAP progress to Board Members quarterly at Board Meetings.	March, June, Sept, Dec 2026 & 2027	<i>Lead: CEO Support: Administrator</i>
	Publicly report our RAP achievements, challenges and learnings, annually.	April 2026, 2027	<i>Lead: Head of Marketing & Comms Support: CEO</i>
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May, 2026	<i>Lead: Administrator Support: Creative Projects Producer</i>
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jan 2027	<i>Lead: Administrator Support: CEO</i>
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026	<i>Lead: Administrator Support: Head of Marketing & Comms</i>



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