



COUNTRY
ARTS
SA



RECONCILIATION
ACTION PLAN
STRETCH

RECONCILIATION ACTION PLAN

2018 – 2020



UNDERWATER GARDEN BY TIMEISHA SIMPSON

Timeisha Simpson is an emerging artist from Port Lincoln who has exhibited both on the West Coast and in Adelaide. She was studying in Year 9 when she created this work as part of Port Lincoln High School's (PLHS) Aboriginal Arts Program.

The PLHS Arts Program is an outlet for young artists to express themselves creatively. Local artist Jenny Silver has been working with the Arts Program for some time and has built strong relationships with all of the participating young artists.

Many of the art works produced explore connections with culture, identity, family and place. It provides opportunities for the artists to be part of exhibitions across the state and their success at these exhibitions has created positive discussions with the wider community. An important aspect of the program is the emphasis on enterprise and the creation of individual artist portfolios.

Jenny worked with Timeisha to create *Underwater Garden*, an acrylic painting that celebrates the richness and health of the water around Port Lincoln. Both artists spend a lot of time in the ocean and chose seaweed to represent growth and movement. Timeisha and Jenny developed authentic relationships with the community while on country which was integral in initial ideation for this piece.

Timeisha says, "The painting celebrates all the different bright coloured seaweeds in the ocean, I see these seaweeds when I go diving, snorkelling and fishing at the Port Lincoln National Park with my friends and family. I really enjoy going to Engine Point because that is where we go diving and snorkelling off the rocks, and for fishing we go to Salmon Hole and other cliff areas".

Timeisha Simpson, *Underwater Garden*, acrylic on canvas, 303 x 405 mm

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At Country Arts SA, we acknowledge and value a shared culture with Aboriginal and Torres Strait Islander people. Our first Reconciliation Action Plan demonstrated our commitment to reconciliation as not simply one aspect of our organisation, but as an important thread that weaves through everything we do, from programming to employment and training opportunities to grants and funding. This new stretch RAP is a living document that expands on this by indicating the ways we will deepen our connection with Aboriginal and Torres Strait Islander communities across South Australia and ensure they influence our strategic decision-making.

Michael Luchich

Chair, Country Arts SA Board



I am incredibly proud to present Country Arts SA's Stretch Reconciliation Action Plan (RAP). Reconciliation is of the highest priority for our organisation and this plan contains important targets to anchor it more firmly to our everyday business. Reconciliation underpins the work we do in communities around the state and reflects the commitment outlined in our Strategic Plan to work alongside First Nations people to honour Aboriginal culture.

Country Arts SA understands that meaningful reconciliation is an ongoing process, therefore this RAP focuses on further strengthening relationships, acknowledging and respecting Aboriginal culture and expanding and embedding strategies that involve Aboriginal people in discussion and decision making. This is to ensure we tour work that represents a variety of cultural experiences as well as improve employment, procurement, grant opportunities and retention for Aboriginal people. We understand that racism continues to affect the lives of many Aboriginal people and we aim to make a strong commitment to work towards eliminating racism and the resulting barriers to equality. All the actions in the RAP are driven by our respect for Aboriginal people and reflect my personal and the organisation's collective commitment to reconciliation.

I am confident that together we can make an important contribution towards reconciliation and help build a better future for all Australians.

Steve Saffell

Chief Executive Officer, Country Arts SA



Being appointed by Country Arts SA as the Creative Producer on the three year Aboriginal Diggers Project has been rewarding. Denied recognition in all of our country's war efforts since the Boer War, residencies and projects such as this are important. It is an opportunity to hear the invaluable stories and honour the contributions of Aboriginal and Torres Strait Islander Servicemen and women. Where others have failed, the Aboriginal Diggers Project reveals some of the forgotten truths of Australia's military history. Acknowledging our Aboriginal Diggers is in no doubt one of the most inspiring acts of reconciliation.

Lee-Ann Tjunypa Buckskin

Creative Producer, Aboriginal Diggers Program



As a proud Kurna and Narungga man, it gives me great pleasure to be the Reconciliation Ambassador for Country Arts SA's Stretch RAP. This is the second RAP for the organisation and I have seen first-hand how their first RAP has resulted in positive changes within and outside Country Arts SA.

As a Kurna language teacher and cultural dancer I understand the importance of the arts and its critical role for the continuation and sharing of our culture. Country Arts SA has a pivotal role to play in regional South Australia by supporting individual artists and developing new work with Aboriginal artists that can be seen across regional SA and beyond.

Jack Kanya Kudnuitya Buckskin

Reconciliation Ambassador, Country Arts SA

CEO STATEMENT

RECONCILIATION AUSTRALIA



Reconciliation Australia congratulates Country Arts SA on its past successes and continued commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).

Reconciliation Australia is delighted to see Country Arts SA continue its reconciliation journey, formally started in 2014 with its first RAP. Country Arts SA is a member of a growing cadre of over 1000 RAP organisations nation-wide, all working to build on the key pillars of reconciliation action: relationships, respect, and opportunities.

As an organisation that is focused on enriching the lives of South Australians through access to the arts, Country Arts SA is well-placed to shine a light on the achievements, contributions, and rich histories of Aboriginal and Torres Strait Islander peoples. The goals Country Arts SA has set in this Stretch RAP have the potential to make a deep impact on the communities of South Australia through the promotion of tourism, storytelling, employment opportunities, and more.

Country Arts SA's dedication to fostering positive relationships with local Aboriginal communities is evident in the collaborative and inclusive initiatives it has undertaken with local organisations. Collaborative projects such as the Acknowledgement of Country film, do much to build respect and strengthen relationships. I am pleased to see that in this RAP, the organisation intends to further investigate how it can continue to nurture positive working relationships.

The expanded employment targets in this RAP are also to be commended. Working with existing Aboriginal and Torres Strait staff members on employment and retention strategies will certainly contribute favorably to the achievement of these targets.

On behalf of Reconciliation Australia, I commend Country Arts SA on its dedication to driving reconciliation in South Australia, and look forward to following its continued achievements.

A handwritten signature in black ink, appearing to read 'Karen Mundine'.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

OUR VISION FOR RECONCILIATION

Our vision for Reconciliation is for genuine relationships with, and equity for Aboriginal and Torres Strait Islander people.

We will embed principles of self-determination to ensure Aboriginal and Torres Strait Islander people have a voice and play a crucial part in making decisions on all aspects of Country Arts SA.

Reconciliation is ongoing and will continue to be at the forefront of everything we do.

We believe the arts should reflect the history and culture of Aboriginal and Torres Strait Islander people which we value and cherish.

This Stretch RAP will provide Country Arts SA with the opportunity to grow above and beyond what we have previously learned and achieved.



OUR BUSINESS

At Country Arts SA, we believe access to the arts is a universal right and all regional South Australians deserve a life rich in arts and culture.

Our Strategic Plan articulates our vision for a culturally inspired state. We believe that the arts have the power to transform lives and are a catalyst for tourism, employment and economic development which contributes to resilient and prosperous regional communities.

Country Arts SA is a dynamic arts organisation bringing the arts to life in regional South Australia. Regional artists, communities and partners inspire us to create opportunities for artists at every level to flourish and produce great art and provide regional South Australians the best possible arts experiences.

We support Aboriginal and non-Aboriginal artists to develop their practice and make art. We produce great art that shares the stories of regional South Australia.

We present shows and workshops for people of all ages at our arts centres in Whyalla, Port Pirie, Renmark, Mount Gambier and Noarlunga and community owned venues in other centres.

We provide grants and professional advice to regionally based artists and communities enabling them to realise their arts and cultural aspirations.

We work with galleries across the State to curate visual arts exhibitions and residency projects as well as showcasing work of regional artists to state, national and international audiences.

We have a highly skilled, passionate and committed workforce of 167 people, over 60% of which live and work in regional South Australia. At present there are seven Aboriginal staff members. It is the strength of our staff, partners and programs that enable us to be regarded as a national leader in regional arts.

In 2010, Country Arts SA established an Aboriginal Arts and Cultural Engagement program through funding from the Ministry for the Arts. There are currently four staff in that program.

An Aboriginal Reference Group (ARG), comprised of Aboriginal and Torres Strait Islander representatives from arts and cultural organisations and from regional South Australia, was established to oversee, advise and advocate on behalf of Aboriginal and Torres Strait Islander communities.



2014 — 2017 RAP JOURNEY HIGHLIGHTS

This is Country Arts SA's second Reconciliation Action Plan. The first RAP was launched in February 2015 with a smoking ceremony in the Port Adelaide offices. Country Arts SA has been able to achieve immense growth in many areas regarding Aboriginal cultural awareness through our inaugural RAP. It is through this work and dedication from the Board and staff at Country Arts SA that we are able to make our commitment to Reconciliation deeper by moving from an 'Innovative' to a 'Stretch' RAP.

This plan is a living document that will build on our successes with specific actions and initiatives over the next three years to work towards Reconciliation in a practical manner. It focuses on Reconciliation Australia's three pillars of Reconciliation: relationships, respect and opportunities.

This plan has been developed by the RAP working group in consultation with Aboriginal staff and community members, such as our RAP Ambassador Jack Buckskin and previous Board Member, Klynton Wanganeen. All staff have been involved through a series of internal consultations across the organisation, and we have ensured the plan is achievable and represents our culture and values. Country Arts SA's Chief Executive Officer is the RAP Champion and the link between the working party and the Board, as well as the person who communicates with all staff regarding Reconciliation. Our RAP working group, comprising of Aboriginal and non-Aboriginal representatives will meet at least four times per year to facilitate, implement and monitor our progress to ensure we deliver on targets. Progress against these actions will be measured and reported on annually.

Country Arts SA has embedded Reconciliation thinking and ideology into all programs and projects. We will continue to prioritize and develop respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples. We hold dear the learnings that we have been privileged to be part of and continue to deepen our knowledge and understanding of Aboriginal culture and spirituality which, in turn, will have an impact on future direction and leaders in South Australian regional arts.

Key learnings, challenges and achievements through our previous RAP are encapsulated in this quote from the Chair, Aboriginal Reference Group, Mr Mike Harris:



It feels different walking into Port Adelaide offices now; something has shifted, has changed, there is a great deal of respect and I for one can feel this.



OUR RAP IN CONTEXT: SOUTH AUSTRALIAN GOVERNMENT POLICY

When creating this plan, we focussed on setting targets that align to our organisation's Strategic Plan, ensuring that all staff can contribute to Reconciliation in South Australia.

We also have an Aboriginal Employment Strategy 2017-2019, which is an important strategic framework for Country Arts SA that has a strong interface with the RAP and sits alongside it.

The Aboriginal Employment Strategy aims to increase the participation of Aboriginal people in our workforce and has 5 key focus areas:

- Employment recruitment and selection
- Opportunities
- Raising staff awareness, respect and support
- Leadership
- Retention, support and development opportunities

The Aboriginal Employment Strategy has a target of 10% Aboriginal employment across the Country Arts SA workforce by the end of 2019.

OUR COMMITMENT TO RECONCILIATION

Country Arts SA works closely with Reconciliation SA and State Government Agencies to achieve the Government's commitment to reconciliation. The organisation has made a significant effort to build an environment that promotes culturally inclusive decision making. We take a coordinated approach to embedding reconciliation into everyday business practices.

Our Plan strengthens our ability to respond to Government initiatives and provide appropriate programs and services, and the work already undertaken on the Aboriginal Employment Strategy. This enables us to provide the best opportunities to Aboriginal people through our programs and services. Delivery on our RAP is our priority, part of which is to deliver on the Aboriginal Employment Strategy, together with strengthening strategic partnerships and promoting respect for Aboriginal culture.



2014 – 2017 RAP JOURNEY HIGHLIGHTS

RECONCILIATION WEEK – BLACK SCREEN

We presented Black Screen across regional South Australia in all five Country Arts SA Arts Centres and four other regional centres by showcasing Australia's Aboriginal and Torres Strait Islander talent onscreen, promote cultural awareness, provide entertainment to communities and bring them together in discussion.

The event is growing and in 2016, 903 people attended and in 2017, 944 people attended the free event across regional SA.

ACKNOWLEDGMENT OF COUNTRY AND WELCOME TO COUNTRY FILMS

RIVERLAND – 2016

We worked with Aboriginal film makers Allan Collins and Kym Hamann and the River Murray Mallee Aboriginal Corporation and community to create a stunning and moving one minute Acknowledgment of Country film which is played before all cinema and most theatre performances in the Chaffey Theatre, Renmark.

WHYALLA – 2017

We then worked with the Bungarla Aboriginal Determination Corporation to create a Welcome to Country film for the Middleback Arts Centre located in Whyalla.

PORT PIRIE – 2018

In 2018 we worked with the Nukunu people to create a Welcome to Country film for the Northern Festival Centre in Port Pirie.

ABORIGINAL AND TORRES STRAIT ISLANDER FLAGS

All five Arts Centres across regional SA and the Port Adelaide office now have both the Aboriginal and Torres Strait Islander flags in the foyer space welcoming First Nations peoples immediately upon entering our buildings.

ABORIGINAL EMPLOYMENT STRATEGY

Country Arts SA has finalised an Aboriginal Employment Strategy with the goal to increase employment to 10% of all staff being of Aboriginal or Torres Strait Islander descent by the end of 2019. This goal applies to all contracted positions in all teams.

NUNGA TICKET SCHEME

An Aboriginal audience engagement policy was developed from which came the Nunga Ticket scheme. This scheme has started to assist with Aboriginal people feeling welcome and helping to keep Country Arts SA touring shows affordable.

AMBASSADOR

Jack Buckskin was appointed as our Reconciliation Ambassador and has been extremely supportive of the RAP and the outcomes it delivers for Aboriginal and Torres Strait Islander people. His openness and sharing of knowledge in all of our programs has been essential to our work.

CULTURAL SHARING PROGRAM

Over the two years, 269 staff members have undertaken Cultural Sharing opportunities. A key highlight was a visit to Colebrook home in Eden Hills, Adelaide where we shared some bush tucker around a camp fire with Auntie Doris Kartinyeri telling stories and struggles of growing up at Colebrook home, as a survivor of the Stolen Generation.

REPRESENTATION AT BOARD LEVEL

Formal commitment has been made by the State Government to ensure that at least one member of the Country Arts SA Board is of Aboriginal or Torres Strait Islander descent. The previous member Klynton Wanganeen contributed and changed the Board's perception around a number of issues concerning Aboriginal and Torres Strait Islander peoples.

ABORIGINAL DIGGERS RESIDENCY

Three-year Commonwealth funding was secured for the Aboriginal Diggers residencies starting in 2016 which aims to capture stories from Aboriginal soldiers and their families post WW1. This project employs an Aboriginal Creative Producer and Aboriginal artists - film makers, playwrights and visual artists.

PROCUREMENT AND SUPPLY

In 2014-15 Country Arts SA spent \$46,000 on Aboriginal business procurement and supply, which we increased by 40% in 2015-16 to \$115,000, and again in 2016-17 to \$182,000, equating to a 58% increase. This demonstrates the impact of having a procurement and supply policy which supports the engagement of Aboriginal and Torres Strait Islander businesses. By ensuring that the whole organisation commits to seeking out business opportunities for Aboriginal and Torres Strait Islander organisations, and has the flexibility to do this within budgets gives scope for new opportunities.

CASE STUDIES

CASE STUDY: RELATIONSHIPS

Partnerships

This story highlights a partnership created between Aboriginal Affairs and Reconciliation (AAR) and River Murray and Mallee Aboriginal Corporation (RMMAC). In 2014 we set about creating the first Acknowledgment of Country film for the Chaffey Theatre in the Riverland. We established a relationship and formal partnership with RMMAC, with the intention to create a short film by, and for the community, showing the film in our arts centre and also for RMMAC's own use. Over two years we consulted with the community about this film.

After the first year, we presented a first draft which the community was not 100% happy with, so we brought back the Aboriginal film makers, Allan Collins and Kym Hamann to work with Elder Uncle Barney Lindsay to add new elements to the film.

We then approached AAR to support the second stage of filming. The partnership with AAR is beneficial for all parties and they have negotiated with RMMAC to use this film when meeting in the Riverland region. They have their own contract agreement as to how and when they will use it. The second stage of filming took place which the community was overwhelmingly happy with the outcome.

The outcome of this three way partnership is: Riverland First Nations are acknowledged before all cinema and theatre events (where practicable with the film otherwise the voice-over is used without imagery) in the Chaffey Theatre. This has brought about a feeling of respect and goodwill and as far as outcomes for our RAP, Country Arts SA is assisting non-Aboriginal people in this region to understand whose country they are on, with the added benefit of employing Aboriginal artists to deliver the work. As a result, AAR has funded a second film which we created in Whyalla with the Barngarla Nation and community. In 2018, AAR supported the creation of a third film with the Nukunu people for the Northern Festival Centre in Port Pirie.

FROM ALLAN COLLINS

Aboriginal Diggers Film residency

As an Aboriginal Wuli Wuli person I was very honoured to be invited to work with Country Arts SA in their Aboriginal Diggers film project as the artist in residence in the Raukkan Community. We had some incredible participants, who were totally committed to accessing my personal processes in cinematography and filmmaking/storytelling. I'm very proud of their unwavering efforts to fully engage with my process, which required a lot from them in a very short space of time. The outcome is a short film documentary entitled *Coming Home* which was very well received by the Ngarrindjeri community.

My partner Kym Hamann (Wirungu) was also completely instrumental in supporting this vision and we were so pleased to have our son Kurtis with us in Raukkan throughout the residency, which made for a powerful whole family engagement and I believe that also added immeasurably and extremely positively to everyone involved.

Welcome to and Acknowledgment of Country Films

We have also been very privileged to have been asked to help create two Welcome to Country and one Acknowledgement of Country short films as a part of Country Arts SA's Reconciliation Action Plan (RAP) for their art centres in Renmark, Whyalla and Port Pirie.

Working with community Elders/leaders in each community to help create these beautiful short films has been a tremendous experience and we have been very moved and humbled by responses from communities.

I'm unable to quantify exactly the value and benefits to each of the communities we have worked with, but in my personal opinion it's potentially immensely beneficial.

Country Arts SA should be very proud of their efforts to help engage in supporting genuine reconciliation within these communities. Country Arts SA staff worked very hard to produce these important short films to be something that everyone in these towns and communities can be proud of.

Good luck with your future RAP projects because I for one feel like you have been providing very positive efforts towards genuine reconciliation.



CASE STUDIES

CASE STUDY: RESPECT

Cultural Sharing

Our Cultural Sharing program offers staff an opportunity to hear directly from Aboriginal Elders, artists and community. This has been hugely successful and has played a major role in embedding the RAP targets for increasing and/or improving cultural awareness and understanding across Country Arts SA.

At our whole of staff week in 2015, we provided a sharing opportunity by establishing a panel of five Aboriginal artists who talked about how culture plays a part in their art.

Their stories of connection and learning about their own culture really helped people understand modern Aboriginal culture and society. It also helped staff understand that art is a way of life and is intrinsic in everyday practice for Aboriginal people.

In 2016, a session was held on racism and gave staff another opportunity to learn from people who have used art as a way to express their frustrations. It was eye opening and life changing for some staff who had not really considered what life must be like when you experience racism on a daily basis. The signing of the 'Racism It Stops with Me' campaign further signifies that, as an organisation, we are doing whatever we can to stamp out racism.

Overall, the Cultural Sharing Program is giving non-Aboriginal staff the opportunity to listen, think and respond. It provides a safe place to ask questions and allows interesting discussion which usually carries on long after the day.



SPOTLIGHT ON DUSTY FEET MOB

Dusty Feet Mob is an Aboriginal dance group from Port Augusta who formed in 2014 and performed at the launch of Our Mob 2016 at the Adelaide Festival Centre.

Whilst in Adelaide, the group attended a dance workshop delivered by Deon Hastie from Kurruru Youth Performing Arts, which was a great skills development opportunity for everyone, especially co-choreographer, Wanita Calyun.

Dusty Feet Mob have received funding through the Regional Arts Fund multiple times and have been invited to dance at national events in Melbourne and Sydney.



They have developed pride and poise which has also helped them in other areas of their life - opportunities they wouldn't have had in our regional town if they weren't part of this group.

Paul Tanner
Manager, Dusty Feet Mob





RELATIONSHIPS

We believe that the relationship between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander people can be enhanced and developed through the arts. The arts have a role to play in helping non-Aboriginal and Torres Strait Islander people to understand and respect culture.

We aim to continue to strengthen and build relationships with Aboriginal and Torres Strait Islander peoples in the arts sector in South Australia.

Through meaningful engagement we seek to support our regional Aboriginal artists and communities to direct their own future through the arts, and to be pivotal decision makers at all levels within Country Arts SA.

FOCUS AREA

We recognise that we are living and creating on Aboriginal Lands, and we are committed to working together to honour Aboriginal and Torres Strait Islander people's living culture.

Action	Target	Timeline	Responsibility
Develop a Stretch RAP and RAP Working Group (RWG) with Executive support	Maintain RWG comprising executive champions, Aboriginal and non-Aboriginal representatives from across Country Arts SA	Review: August 2018 – 2020	Chief Executive Officer and Cultural Programming Manager
	RWG oversees the development, endorsement and launch	Complete: August 2018 Review: August 2019 – 2020	RAP working group
	RAP endorsed by Reconciliation Australia	Complete: July 2018	Cultural Programming Manager
	CEO to champion the RAP	Review: August 2018 – 2020	Chief Executive Officer
	Meet at least four times per year to monitor and report on RAP implementation	Review: August 2018 – 2020	Cultural Programming Manager
RWG actively monitors RAP development, including implementation of actions and tracking progress.	A minimum of two Aboriginal people on the RWG	Complete by: Dec 2018 Review: Dec 2018-2020	Cultural Programming Manager
	Attract one new Aboriginal young person on the RWG	Review: Nov 2018 - 2020	Cultural Programming Manager
	Appoint one internal RAP Champion from senior management	Review: Nov 2018 - 2020	Chief Executive Officer
	Review the Terms of Reference for the RWG	Review: Nov 2018 - 2020	Cultural Programming Manager
	Commit to identifying and appointing one community member to the RWG	Complete by: Dec 2018 Review: Dec 2019 – 2020	Cultural Programming Manager
	RWG report to the Board bi-annually on progress of the RAP	Complete: Dec 2018	Chief Executive Officer and Cultural Programming Manager
Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	Host at least one internal event each year for staff either at Port Adelaide or one of the regional Arts Centres	Review: April 2018 - 2020	RAP working group
	Continue to program Black Screen annually as part of NRW in all five arts centres and across other smaller regional centres in SA	Review: June 2018 – 2020	Arts Programming Manager
	Register the event via the Reconciliation Australia NRW website	Review: April 2018 – 2020	Aboriginal Arts and Cultural Engagement Facilitator
	CEO to encourage staff to participate in external events to recognise and celebrate NRW	Review: April 2018 – 2020	Chief Executive Officer
	Invite Aboriginal or Torres Strait Islander community member/s into our offices to connect and share experiences	Review: June 2018 – 2020	Cultural Programming Manager/ Aboriginal Arts and Cultural Engagement Facilitator
	Support at least one external NRW event	Review: August 2018 – 2020	Cultural and Creative Programming Team

Action	Target	Timeline	Responsibility
Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Implement and review a communication and engagement plan to work with our Aboriginal stakeholders	Complete: June 2019 Review: June 2020	Chief Executive Officer, Marketing and Development Manager and Cultural Programming Manager
	Meet with a minimum of two South Australian regional based Aboriginal organisations to develop guiding principles for future engagement	Complete: Dec 2018 Review: Dec 2019 - 2020	Chief Executive Officer and Cultural Programming Manager
	Meet with one South Australian metro based Aboriginal organisation to develop guiding principles for future engagement	Complete: Dec 2018 Review: Dec 2019 - 2020	Chief Executive Officer and Cultural Programming Manager
	Commit to establishing two formal two-way partnerships to build capacity in Aboriginal organisations and communities	Complete: June 2019	Chief Executive Officer and Cultural Programming Manager
Raise external awareness of our RAP to promote reconciliation across our sector	Develop, implement and review a strategy to communicate our RAP to all external stakeholders	Complete: Dec 2018 Review: Dec 2019 - 2020	Marketing and Development Manager and Cultural Programming Manager
	Include in all agreements with agencies that partners must acknowledge our RAP and consider creating their own	Complete: July 2018 Review: July 2019 - 2020	Chief Executive Officer and Arts Programs Director
	Promote reconciliation through active engagement with all stakeholders, and encourage them to develop a RAP	Complete: Dec 2018 Review: Dec 2019 - 2020	Chief Executive Officer, Arts Programs Director, RAP working group and Marketing and Development Manager
Continue to manage the Aboriginal Reference Group (ARG) to provide cultural advice and guidance	Maintain the ARG to be an important resource and guide for the Aboriginal Program and Creative Programs teams	Review: July 2019 - 2020	Cultural Programming Manager and Aboriginal Cultural Engagement Facilitator
	Invite ARG members to be part of other sub-committees and/ or reference groups at Country Arts SA	Complete: Dec 2018 Review: Dec 2019 - 2020	Chief Executive Officer and all staff
	Investigate taking the ARG from an informal reference group to a formal Board advisory committee	Complete: July 2018	Chief Executive Officer and Board
Engage our senior leaders in the delivery of RAP outcomes	Ensure that the Board and Executive are engaged and informed of any opportunities to support and / or assist with RAP outcomes	Complete: August 2018 Review: August 2018 - 2020	Chief Executive Officer and Arts Programs Director
	Implement and maintain a minimum of one Aboriginal person on the Board at all times.	Complete: Dec 2018 Review: Dec 2019 - 2020	Chief Executive Officer
	Ensure that one Board member is on the RAP Working Group	Complete: August 2018 Review: August 2019 - 2020	Chief Executive Officer

Action	Target	Timeline	Responsibility
Aboriginal and Torres Strait Islander representation across all Country Arts SA reference groups	Ensure there are two Aboriginal and Torres Strait panel members on each Grants Assessment Panel for the funding rounds twice per year	Complete: August 2018 Review: August 2019 – 2020	Creative Programs Manager
	Ensure there is a minimum of one Aboriginal and Torres Strait Islander member of any Country Arts SA reference groups	Complete: August 2018	Chief Executive Officer and RAP working group
Raise internal and external awareness of our RAP	Communicate and share RAP delivery and outcomes with all staff via staff newsletter	Complete: August 2018 Review: quarterly	Marketing and Development Manager
	Promote RAP activities and outcomes via website and social media	Complete: August 2018 Review: August 2019 - 2020	Marketing and Development Manager
Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations	Formalise and maintain working relationship with AnanguKu Arts	Complete: Dec 2018 Review: Dec 2019 – 2020	Chief Executive Officer and Cultural Programming Manager
	Formalise and maintain partnership with Adelaide Festival Centre in regards to Our Mob	Complete: Dec 2018 Review: Dec 2019 – 2020	Aboriginal Arts and Cultural Engagement Facilitator and Cultural Programming Manager
	Scope partnerships with Tarnanthi and the Art Gallery of SA for festivals in 2019 and 2021	Complete: Dec 2018 Review: Dec 2019 – 2020	Aboriginal Arts and Cultural Engagement Facilitator and Cultural Programming Manager
	Scope partnerships with Tandanya and other Aboriginal organisations for regional artists outcomes	Complete: Dec 2018 Review: Dec 2019 – 2020	Aboriginal Arts and Cultural Engagement Facilitator and Cultural Programming Manager
	Encourage Aboriginal organisations to submit applications for the Creative Communities Partnership Program for a shared staffing position in Cultural Programming	Complete: March 2019 Review: March 2020	Arts Programs Director and Cultural Programming Manager
Explore opportunities to support the Aboriginal and Torres Strait Islander people's rights movements	Inform staff via CEO update about current issues relating to Aboriginal and Torres Strait Islander people	Complete: July 2018	Chief Executive Officer and Marketing
Collaborate with Reconciliation SA	Support the Aboriginal Arts and Cultural Engagement Facilitator on Board of Reconciliation SA and the Adelaide City Council Reconciliation Committee	Review: Dec 2018 – 2020	Aboriginal Arts and Cultural Engagement Facilitator
	Host a table at the annual Reconciliation SA breakfast	Complete: May 2018 Review: May 2019 – 2020	Chief Executive Officer and RAP working group
	Investigate how we can collaborate with Reconciliation SA and the work they do in regional South Australia	Complete: Dec 2018	Cultural Programming Manager and Aboriginal Arts and Cultural Engagement Facilitator



RESPECT

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

Respect is one of four values in Country Arts SA's Strategic Plan 2016 – 2020.

Aboriginal and Torres Strait Islander peoples are the First People of this country, their connection to land, waters, culture and spirit is essential to a safe and healthy landscape within this state and nationally. By acknowledging traditional owners, understanding culture and providing platforms for sharing the great success that many Aboriginal and Torres Strait Islander artists have achieved, we are assisting in growing respect in regional SA.

By listening to Elders we can ensure that our organisation and staff pay due respect to all Aboriginal and Torres Strait Islander people.

Providing the next generation with opportunities to express their identity and share this within a wider platform will assist in growing confidence about who they are and where they come from.

We want to work together to celebrate Aboriginal and Torres Strait Islander people and culture and provide outcomes to share with the wider population.

FOCUS AREA

Ensure respect and access are fundamental to, and embedded in all work practices.

Action	Target	Timeline	Responsibility
Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Implement and review a cultural competencies strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can occur.	Complete: Dec 2018 Review: Dec 2019 – 2020	Cultural Programming Manager and RAP working group
	15 % staff undertake online cultural learning activities	Complete: Dec 2018 Review: Dec 2019 – 2020	All staff
	75 % staff undertake cultural workshop learning activities	Complete: July 2019 Review: June 2020	All staff
	5 % staff undertake cultural immersion learning activities	Complete: Dec 2018	All staff
	10 % staff undertake cultural immersion learning activities	Complete: Dec 2019	All staff
	15 % staff undertake cultural immersion learning activities	Complete: Dec 2020	All staff
	All RAP Working Group members undertake cultural learning activities	Complete: Dec 2018	RAP working group
	100 % of senior executive undertake cultural learning activities	Complete: Dec 2018 Review: Dec 2019 – 2020	Chief Executive Officer
	Communicate the Share Our Pride online tool to all staff	Complete: Dec 2018 Review: Dec 2019 – 2020	Chief Executive Officer
	All new staff to complete cultural competencies training	Complete: Dec 2018 Review: Dec 2019 – 2020	All Managers
	Embed cultural competencies in all staff development plans	Complete: Dec 2018 Review: Dec 2019 – 2020	Corporate Resources Manager
Acknowledge the Traditional Owners	Manage and update Protocol for Welcome to Country for use by all Country Arts SA Board and staff. This includes Welcome to Country by Traditional Owners at all significant events.	Review: Jan 2018 – 2020	Cultural Programming Manager and RAP working group
Welcoming Aboriginal and Torres Strait Islander people at our facilities	New RAP printed and displayed in foyer at Port Adelaide Office and all Arts Centres.	Complete: August 2018	Marketing
	Create Acknowledgment of Country signage in language at all Arts Centres and Port Adelaide office.	Complete: June 2019	Cultural Programming Manager and Arts Centre Managers
	Develop a plan for all Country Arts SA buildings to have artwork acknowledging Traditional Owners.	Complete: June 2019 Review: June 2020	Cultural Programming Manager and RAP working group

Action	Target	Timeline	Responsibility
Create a Cultural Safety Procedure Policy	Design and implement a Cultural Safety Policy specifically with Country Arts SA and regional artists in mind.	Complete: June 2019 Review: June 2020	Cultural Programming Manager, Aboriginal Arts and Cultural Engagement Facilitator, Aboriginal Reference Group and Board
Embed cultural protocols into everyday business	Review, re-implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	Review: July 2018 - 2020	Chief Executive Officer and Executive
	Invite a local Traditional Owner to provide a Welcome to Country at all major Country Arts SA events	Review: August 2018 - 2020	Chief Executive Officer and Arts Centre Managers
	All staff and Senior Leadership to provide an Acknowledgement of Country at all public events	Review: August 2018 - 2020	All staff
	Maintain and review a list of key contacts for organising a Welcome to Country	Review: August 2018 - 2020	Aboriginal Arts and Cultural Engagement Facilitator
	Include Acknowledgement of Country at the commencement of all important internal meetings	Review: August 2018 - 2020	All staff
	Create and display an Acknowledgment of Country plaque in our office building foyer	Complete: Dec 2018	RAP working group
	Include other Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to specific local communities specifically Country Arts SA – namely Cultural Specification's	Complete: July 2019 Review: June 2020	Aboriginal Arts and Cultural Engagement Facilitator
	Create an Acknowledgment of Country film in partnership with Department of State Development for Nukunu Nation and the Arts Centre, Port Pirie	Complete: August 2018	Cultural Programming Manager
	Create an Acknowledgment of Country film in partnership with Department of Industry and Skills for the Boandik Nation and the Sir Robert Helpmann Theatre	Complete: August 2019	Cultural Programming Manager

Action	Target	Timeline	Responsibility
Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Encourage and support all staff to participate in NAIDOC Week events in the local community	Review: July 2018 - 2020	Chief Executive Officer and all Managers
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	Complete: March 2019 Review: June 2019 - 2020	Cultural Programming Manager and Corporate Resources Manager
	Hold one internal NAIDOC Week event	Review: July 2018 - 2020	Cultural Programming Manager and Aboriginal Arts and Cultural Engagement Facilitator
	Senior staff to acknowledge NAIDOC Week and its importance through attending a NAIDOC week event of their choice	Review: July 2018 - 2020	Chief Executive Officer and Executive
Celebrate and recognise Aboriginal and Torres Strait Islander significant dates	Promote significant dates in CEO update, and share dates in staff outlook calendars	Complete: August 2018 Review: July 2019 - 2020	Cultural Programming Manager and Infrastructure Manager
Organise and display Aboriginal and Torres Strait Islander flags	Ensure flags are displayed in all Country Arts SA venues and offices	Review: July 2018 - 2020	Arts Centre Managers
	Investigate funding options for large flag poles outside Country Arts SA venues	Complete: Dec 2019	Cultural Programming Manager and Arts Centre Manager
Include an Acknowledgement of Country on all electronic correspondence	Ensure that all staff have the correct and appropriate email signature which acknowledges First Nations	Review: August 2018 - 2020	Cultural Programming Manager
	Ensure the Country Arts SA webpage has the appropriate acknowledgment of First Nations on front page	Completed: August 2018	Digital Marketing Officer
Promote and support Aboriginal and Torres Strait Islander Grant protocols	Promote and increase Country Arts SA staff understanding of the Australia Council's Indigenous protocols for working with Indigenous artists.	Review: July 2018 - 2020	Creative Programs Manager
	Ensure the protocols are used to guide discussions involving funding of projects working with Aboriginal and Torres Strait Islander artists	Review: August 2018 - 2020	Creative Programs Manager
	Ensure the protocols are available on the Country Arts SA website	Review: August 2018 - 2020	Digital Marketing Officer



Action	Target	Timeline	Responsibility
Commit to Aboriginal and Torres Strait Islander programming across all Creative Programs	Program at least one Aboriginal and Torres Strait Islander show annually as part of the main stage and/or Shows on the Road touring program	Complete: August 2018 Review: August 2018 - 2020	Arts Programming Manager and Shows on the Road and Community Engagement Officer
	Program at least one Aboriginal and Torres Strait Islander exhibition biannually for tour across regional SA	Review: August 2018 - 2020	Visual Arts Program Manager
	Utilise information from the Australia Councils Showcasing Creativity, programming and presenting First Nations Arts to assist with programming	Review: August 2018 - 2020	Cultural and Creative Programming Team
	Create at least one Aboriginal and Torres Strait Islander artist residency in any art form	Review: August 2018 - 2020	Cultural and Creative Programming Team
	Create an opportunity to contribute to State and National Aboriginal and Torres Strait Islander Art Festivals	Complete: December 2018 Review: Dec 2019 - 2020	Cultural and Creative Programming Team
Build up Aboriginal and Torres Strait Islander audiences and non-Aboriginal audiences to ATSI led work	Continue to offer discounted tickets for Aboriginal and Torres Strait Islander community 'Nunga Tickets'	Review: August 2018 - 2020	Arts Centre Manager, Aboriginal Arts and Cultural Engagement Facilitator, Cultural Programming Manager, Cultural and Creative Programming Team
	Refer to Australia Councils report 'Building Audiences; Aboriginal and Torres Strait Islander Arts'	Review: August 2018 - 2020	Cultural and Creative Programming Team
Increase the cultural integrity of our organisation to demonstrate respect to Aboriginal and Torres Strait Islander peoples	Ensure our RAP is a living working document that is honoured and respected to assist with our cultural integrity	Review: August 2018 - 2020	Chief Executive Officer
Promote and build good practice models to prevent and reduce racism in the workplace	Subscribe as a formal supporter of Racism it Stops with me campaign	Complete: 2016	Chief Executive Officer
	Actively promote the campaign by communicating key aims through the CEO updates	Complete: August 2018	Chief Executive Officer
	Engage Equal Opportunity Commission to deliver anti-racism workshops for all staff	Complete: July 2019	Cultural Programming Manager



OPPORTUNITIES

We have the opportunity to make a real difference with Aboriginal employment and professional development for the future leaders of this organisation. We aim to be the employer of choice for Aboriginal and Torres Strait Islander people and to increase our employment to a minimum of 10% Aboriginal and Torres Strait Islander people by December 2019.

We aim to ensure we are a culturally safe workplace that has embedded policies that allow Aboriginal and Torres Strait Islander people the flexibility and understanding that is needed for a successful working relationship.

We will give Aboriginal and Torres Strait Islander businesses the best possible start and future by choosing Supply Nation businesses through the State Government procurement policy.

FOCUS AREA

Nurture an inspiring, creative and safe work environment which sustains staff wellbeing.

Action	Target	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander recruitment and retention	Increase Aboriginal and Torres Strait Islander employment to 10%	Complete: Dec 2019 Review: Dec 2020	Board/ Chief Executive Officer and Executive
	Implement, review and update Aboriginal and Torres Strait Islander Employment and Retention strategy which includes professional development.	Complete: January 2019 Review: January 2020	Board, Chief Executive Officer and Aboriginal Reference Group
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development	Review: August 2018 - 2020	Chief Executive Officer and Corporate Resources Manager
	Continue to advertise all vacancies in Aboriginal and Torres Strait Islander media and other forms of advertising	Review: August 2018 - 2020	Chief Executive Officer and Corporate Resources Manager
	Allocate 20% per year on top of any Aboriginal or Torres Strait Islander staff members wage for training and cultural opportunities	Complete: August 2018 Review: August 2019 - 2020	Chief Executive Officer and Corporate Resources Manager

Action	Target	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity and opportunities for ATSI economic participation	Support Aboriginal-owned businesses to grow their capacity and deliver goods and services to Arts organisations	Review: August 2018 - 2020	Infrastructure Manager and Cultural Programming Manager
	Set procurement target for goods and services from Aboriginal and Torres Strait Islander owned businesses	Complete: Dec 2018 Review: Dec 2019 - 2020	RAP working group and Infrastructure Manager
	Develop at least one commercial relationship with Aboriginal business by June 2019, then two by June 2020	Complete: December 2018 Review: Dec 2019 - 2020	Chief Executive Officer and RAP working group
	Engage with Aboriginal business support services such as Aboriginal business connects Supply Nation and the Indigenous Business Chamber SA to consider opportunities for Aboriginal businesses to deliver goods and services (printing, catering, construction etc.).	Review: July 2018 - 2020	RAP working group
	Become a member of Supply Nation	Complete: July 2019	Chief Executive Officer
	Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses	Review: July 2018 - 2020	All staff
Create employment opportunities for Aboriginal and Torres Strait Islander artists in arts businesses	Increase the number of Aboriginal and Torres Strait Islander funding applications from both organisations and individual artists	Review: July 2018 - 2020	Creative Programs Manager and CPA
	Report quarterly on how many Aboriginal and Torres Strait Islander people were employed through our funding program	Review: Starting December 2018 - 2020	Creative Programs Manager and CPA
Create or Facilitate Traineeships and training opportunities	Build relationships with training organisations about placements at Country Arts SA	Review: July 2018 - 2020	Cultural Programming Manager and Arts Centre Manager
	Budget for, and commence at least one traineeship within Country Arts SA	Complete: February 2019 Review: Feb 2020	Chief Executive Officer and Arts Centre Manager
Develop a cultural mentoring network for existing staff and Managers	Engage with the Office for the Public Sector and other networks to assist in establishing a mentoring program for Aboriginal staff	Complete: August 2018 Review: August 2019 - 2020	Cultural Programming Manager
Support Aboriginal and Torres Strait Islander leadership and development	Offer all new Aboriginal or Torres Strait Islander staff the support and opportunity to apply for an appropriate management or leadership program, depending on interests and their position	Review: August 2018 - 2020	Chief Executive Officer



TRACKING PROGRESS AND REPORTING

Action	Target	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	Complete: 30 Sept 2018-2020	Cultural Programming Manager
	Investigate participating in the RAP Barometer	Complete: May 2019 Review: May 2020	Cultural Programming Manager
	Develop and implement systems and capability needs to track, measure and report on RAP activities	Review: July 2018 - 2020	Cultural Programming Manager and RAP working group
	Investigate opportunities to measure the impact of RAP activities	Complete: Dec 2018 Review: Dec 2019 - 2020	Cultural Programming Manager and RAP working group
	Publicly report our RAP achievements, challenges and learnings	Complete: Dec 2019	Chief Executive Officer, Cultural Programming Manager and RAP working group
Review, refresh and update RAP	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	Complete: May 2018	Cultural Programming Manager
	Review, refresh and update RAP based on learnings, challenges and achievements	Review: July 2018 - 2020	RAP working group

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.

Members of the RAP working group are:

Steve Saffell (CEO), Anthony Peluso (Arts Programs Director), Marilyn De Nys (Creative Programs Manager), Ruth Stephenson (Country Arts SA Board Member), Mandy Brown (Aboriginal Arts and Cultural Engagement Facilitator), Jayne Holland (Arts and Cultural Development Facilitator Eyre), Tammy Hall (Audience Development Coordinator), Louisa Norman (Arts Programming Manager), Sussan Baldwin (Arts Centres Manager and Hopgood Theatre Manager), Joy Lothian (Marketing and Development Coordinator), Jo Robinson (Accounting Officer), Debbie Hoare (Administration Officer), Pippa Stroud (Performing Arts Touring Coordinator), Leah Blankendaal (Arts and Cultural Facilitator), Jill Bolzon (HR consultant) Lilla Berry (Aboriginal Programs Associate Producer), Michael Crismani (Assistant Aboriginal Creative Producer) and Samantha Yates (Cultural Programming Manager) with Klynton Wanganeen (Aboriginal Reference Group representative and previous Country Arts SA Board member), and Jack Buckskin, our RAP Ambassador.



COUNTRY
ARTS
SA

**For public enquiries about
our RAP, please contact:**

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