

CARCLEW



Reconciliation Action Plan

December 2017 – December 2020



Welcome

Welcome to Tutu Karralikanungku – ‘Looking out from above’, the Kurna name for Carclew House and grounds.

We acknowledge that the land Carclew stands on is the traditional land of the Kurna people, and that we respect their spiritual relationship with their country. We also acknowledge the Kurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

Carclew has been given cultural permission to use the name Tutu Karralikanungku by Kurna Warra Karrpanthi.



Place for Reconciliation

In celebration of Carclew's inaugural RAP, Anna Dowling was commissioned to create the sculptural artwork “Place for Reconciliation” which has inspired the design of this document. Anna’s artwork will also be permanently installed in Carclew’s grounds within a Reconciliation Garden, also designed by Anna and opened on 7 December 2017.



As Aboriginal people, continuing our cultures through art practices is vitally important, as it allows us to pass on our traditional knowledge and stories to future generations. Sharing and promoting the beauty and diversity of Aboriginal cultures including through visual art, music and dance is a powerful way that we can all contribute to reconciliation in Australia because it helps keep our cultures alive.

Anna Dowling (Badimia, Yamatji)

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Aboriginal and Torres Strait Islander readers are advised that this document may contain images of people who have died.



Carclew has a long and proud history of engagement with Aboriginal and Torres Strait Islander peoples through its arts education programs, training and employment opportunities and support for Aboriginal arts organisations. It's therefore a logical next step to formalise our commitment to reconciliation by enacting our own RAP. Through this we hope to deepen our connection with Aboriginal and Torres Strait Islander peoples and meaningfully contribute to a reconciled, just and equitable Australia.

Jane Doyle

Chair | Carclew Board

It has been a privilege to chair Carclew's RAP Working Group. The process of developing the RAP has been long and serious, with a genuine commitment from all members of the group. Initially we met with and took advice from Kurna Elder Uncle Lewis Yerloburka O'Brien, AO, FUniSA and Mark Waters at Reconciliation South Australia. Sam Yates at Country Arts SA also assisted us. Then, while developing the Action Plan, we understood more about Reconciliation and how it could become an everyday part of Carclew life. I thank all members of the Working Group for their hard work particularly Rhen Soggee and our two Indigenous members Lilla Berry and Damien Ralphs. I thank Carclew Chief Executive Tricia Walton for her encouragement and support and also, former Carclew staff member, Peter Grace, as his clear vision provided the basis of our RAP document.

Dr Paula Furby

Member | Carclew Board

Chair | RAP Working Group

I would like to commend Carclew for the process they have undertaken to establish a Reconciliation Action Plan. It has never been more important to create genuine and lasting relationships built on mutual respect. By valuing our indigenous cultural heritage and recognising its unique contribution to our present, we are establishing a future of unity and equity for all our young Australians. Carclew has commissioned a young Aboriginal artist to create a sculpture for our Reconciliation Garden which will become a permanent feature here in the grounds of Carclew.

Marjorie Fitz-Gerald

Carclew Patron

I've always admired Carclew's enthusiastic approach for the arts; their community involvement, their arts and a place for youth involvement. A plus for me, their Aboriginal engagement. Community needs an organisation like Carclew, which is why I will always be a supporter of Carclew.

Dr Lewis Yerloburka O'Brien, AO, FUniSA

Carclew Patron

> Carclew Stretch RAP Reconciliation Australia CEO Statement



Reconciliation Australia congratulates Carclew on its commitment to reconciliation as it implements its first Reconciliation Action Plan (RAP).

The implementation of a Stretch RAP signifies that Carclew is a leading advocate for reconciliation and is dedicated to making progress across the key pillars of the program - respect, relationships, and opportunities.

Carclew understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, in order to produce mutually beneficial outcomes. It champions these relationships by committing to encourage and support its employees to participate in national reconciliation-based campaigns such as National Reconciliation Week (NRW).


Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to Carclew's core values and vision for reconciliation. This is exemplified by its aim to commence all meetings held on Kurna Country with an Acknowledgment of the Traditional Owners.

Carclew is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated by its actionable goal to promote work experience placements and internships for Aboriginal and Torres Strait Islander secondary and tertiary students.

On behalf of Reconciliation Australia, I commend Carclew on its inaugural RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer | Reconciliation Australia



Art is a living phenomenon
and plays a really important
part of human expression.
It gives us the opportunity to
be creative, to discover deeper
parts of ourselves, and to
express our own truths.
Art can be transformative –
emotionally and spiritually.

Zaachariaha Fielding

> Our Vision for Reconciliation

Carclew, or Tutu Karralikanungku (Looking Out From Above) is situated on Kaurna land.

Carclew recognises the need for Reconciliation. We see the Reconciliation process as a means to acknowledge past and present injustices experienced by Aboriginal and Torres Strait Islander peoples while exploring new ways to counter and transcend those injustices – to be liberated from the past, without forgetting it.

The Reconciliation movement provides inspiration for all Australian organisations to create meaningful relationships with Aboriginal and Torres Strait Islander peoples. While Carclew has a long history of engagement with Aboriginal communities and young peoples, as part of our charter to nurture and respect the creativity of all young South Australians, we now resolve to do more.

By developing this Reconciliation Action Plan at a stretch level, Carclew will create more opportunities for Aboriginal and Torres Strait Islander young peoples. We aspire to build and extend respectful relationships and will institute a process of tracking and reporting on our progress, so that the Plan remains active into the future.

Through our Reconciliation Action Plan, Carclew aims to embed Reconciliation into all that we do. We are inspired by the generosity of spirit of Aboriginal people who have guided us, particularly Kaurna Elder, Dr Lewis Yerloburka O'Brien, AO, FUnISA, who in spite of history believes firmly in 'sharing our space'.

> Our Reconciliation Action Plan

Carclew has developed a RAP to communicate our long-standing commitment to arts and cultural programming for Aboriginal and Torres Strait Islander children and young peoples, as part of the organisation's broader charter to nurture and respect the creativity of all young South Australians.

This commitment has been embedded in programs delivered in metropolitan, regional and remote areas of South Australia. Programs have incorporated Aboriginal project leadership and artists, intergenerational activity and community and cultural consultation. Carclew funding programs, which support young artists and youth performing arts companies, have also been informed by this commitment.

Current Carclew programming principles include the following statement:

Young Aboriginal and Torres Strait Islanders have specific creative and cultural aspirations.

The Carclew Board initiated the RAP as an extension of their ongoing commitment to maintain Aboriginal and Torres Strait Islander representation on the Board and in recognition of the programming commitment. In positioning Carclew as a leadership organisation, the Board seeks to address the absence of a formal statement, which encapsulates the importance of Aboriginal and Torres Strait Islander arts and culture in Carclew's work.

This is Carclew's first formal RAP. We have chosen to use the stretch template in recognition of Carclew's extensive history of programming and engagement with Aboriginal and Torres Strait Islander young peoples and their communities.

In 2004/2005 I undertook a Carclew Arts Administration Traineeship. It was an invaluable introduction to the arts sector and a chance to work with many different arts organisations. I worked on events, helped plan and deliver workshops, and coordinated outreach programs with schools from Noarlunga to Elizabeth. Thanks to this opportunity I have since worked with many of those organisations including the Fringe, Adelaide Festival, Adelaide Festival Centre, and now Vitalstatistix.

Becci Love



> Our Business

Carclew is a peak body operating in the youth arts sector in South Australia.

We work with young people aged 26 years and under in three main program areas:

- / providing high quality arts experiences for children and young people, primarily in disadvantaged communities
- / working with the education sector to embed creativity in schools
- / supporting early career artists through funding and professional development to further their practice

Carclew's vision is 'a creative state' and its mission is to ignite the arts and kick start careers for young South Australians.

Carclew has four strategic goals:

Leadership – Anticipate and create the future as a benchmark organisation

Artistic Vibrancy – Be ambitious, relevant and responsive

Presence – Be recognised as an important and integral part of SA cultural life

Accountability – Ensure strong governance, sound finances and great people

In 2017 Carclew has a core staff of 15 people. Within this team, one is Aboriginal (Yankunytjatjara) and was employed by Carclew on completion of Carclew's former Aboriginal Arts Administration Trainee program (delivered as part of a previous partnership with BHP Billiton). Carclew employs Aboriginal and Torres Strait Islander artists on casual contracts for specific projects in varying numbers each year.

Carclew supports the Kurruru Arts and Culture Hub through an annual service agreement with Aboriginal and Torres Strait Islander community organisation Kura Yerlo. This program employs Aboriginal and Torres Strait Islander artistic personnel who deliver arts and cultural programs for Aboriginal and Torres Strait Islander children and young peoples.

The Carclew Board always includes a member who is Aboriginal and our funding advisory committees include Aboriginal and Torres Strait Islander representation.

Carclew's brief is state-wide and uniquely holistic – from cradle to career. Carclew also has a national presence in youth arts sector networks.

> Carclew RAP Working Group



Dr Paula Furby
Carclew Board Member
(Working Group Chair)



Anthony Peluso
Carclew Board Member



Lilla Berry
Project Officer, Arts Program
(Yankunytjatjara)



Rhen Soggee
Arts and Events Coordinator,
Arts Programs



Tricia Walton
Chief Executive



Peter Grace
Manager Executive Services
(ex-member)



Damien Ralphs
External Member
(Gunnai/Kurnai and
Wotjobaluk)

The first step to reconciliation begins with understanding our shared and unique history and cultures. The artwork, Place for Reconciliation, provides a physical space where people can come together in reconciliation and can begin to understand, respect and share with each other.

The ceramic symbols represent people coming together to yarn and spiritually and emotionally connect with each other. The artwork reflects the deep connection that Aboriginal people have with country and the resilience of Aboriginal cultures that endure despite adversity.

Anna Dowling



Place for Reconciliation

Anna Dowling (Badimia, Yamatji)
Artist

> Our RAP Journey

Our RAP process commenced following a presentation to Carclew staff by former employee and now freelance consultant Lee-Ann Tjunypa Buckskin in October 2015, providing an overview of Aboriginal nationhood and the diplomatic function of protocols for Welcome to Country and Acknowledgment of Country.

Subsequent meetings with Sam Yates (Cultural Programming Manager, Aboriginal and Reconciliation Programs, Country Arts SA), Mark Waters (State Manager, Reconciliation SA) and Tina Quitadamo (Chief Executive Officer, Kura Yerlo) provided advice and encouragement to the RAP working group to inform the initial stages of development.

Uncle Lewis Yerloburka O'Brien, AO FUniSA has provided perspectives on the importance of living culture to Aboriginal peoples, particularly language preservation.

Damien Ralphs (Gunnai/Kurnai and Wotjobaluk), a member of the RAP working group, has contributed valuable insights around respectful language, consultation, and protocols.

Carclew Chief Executive and senior management are internal champions of the RAP and a RAP progress update is provided at meetings of the Carclew Board.

The generosity of each person's contribution has been a powerful motivator to honour and reciprocate that openness through the RAP.



APY Lands Project: working towards celebrating healthy communities (2006-2009)

This project created an arts and cultural program designed to counter the boredom and low self-esteem experienced by young Anangu people, which manifest in self-destructive and anti-social behaviours. Through a program of music, film-making, life skills, intergenerational projects and broader outreach programs delivered on their country, young Anangu people aged between 15 and 25 from Ernabella and Amata were exposed to creative opportunities through hands-on skills development workshops, a leadership program and meaningful education/employment pathways.

The project achieved significant results in reconnecting participants with local health and education services and identifying a new generation of arts practitioners and leaders. The project was subsequently extended to Maralinga Tjarutja communities on South Australia's west coast (2010-2013).



Tjitjiku Inma Project (2011-2014)

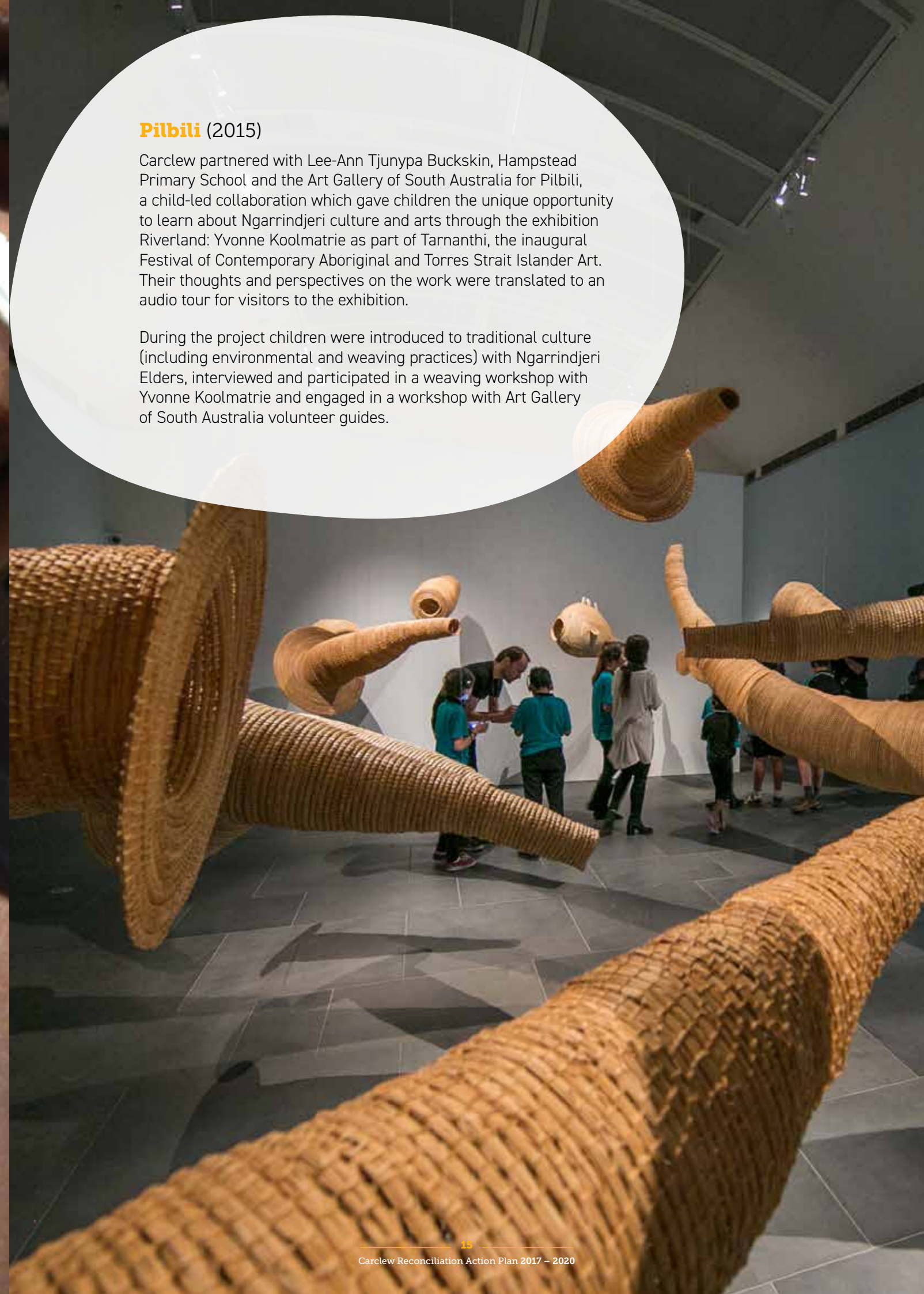
Carclew was approached by Anangu Education Services in 2011 as the preferred delivery partner for a significant language preservation project which would contribute to the federal government initiative to record endangered Australian Indigenous languages.

With the guidance and support of the Pitjantjatjara Yankunytjatjara Education Committee, Carclew worked with community Elders and over 550 children to source and document oral and visual cultural material, including Inma (song and dance) and walka (a meaningful mark or patterns on the body). The result was a tri-lingual, multi-media learning resource for use in APY Lands and Maralinga Tjarutja communities.

Pilbili (2015)

Carclew partnered with Lee-Ann Tjunypa Buckskin, Hampstead Primary School and the Art Gallery of South Australia for Pilbili, a child-led collaboration which gave children the unique opportunity to learn about Ngarrindjeri culture and arts through the exhibition Riverland: Yvonne Koolmatrie as part of Tarnanthi, the inaugural Festival of Contemporary Aboriginal and Torres Strait Islander Art. Their thoughts and perspectives on the work were translated to an audio tour for visitors to the exhibition.

During the project children were introduced to traditional culture (including environmental and weaving practices) with Ngarrindjeri Elders, interviewed and participated in a weaving workshop with Yvonne Koolmatrie and engaged in a workshop with Art Gallery of South Australia volunteer guides.





Ngarrindjeri Yanun (2016-2017)

Ngarrindjeri Yanun is a joint initiative between Catholic Education South Australia (CESA) and Carclew, establishing stronger relationships between Aboriginal artists in their community, assisting educators in further developing their knowledge base and teaching capacity, contributing to CESA's commitment to reconciliation in South Australia's Catholic education system, whilst providing a meaningful learning environment for students in Aboriginal art, histories and culture.

During an 18-month engagement with St Joseph's School in Murray Bridge, on Ngarrindjeri land, artists introduced visual arts mediums such as weaving, feathered flowers and performance through cultural songs and dreaming stories. They have captivated the school as a whole in understanding the culture, history, language, environment and experiences of the Ngarrindjeri people. It has strengthened knowledge and provided a better understanding of the cultural protocols of Aboriginal culture, increased the skills development and employability of the Aboriginal artists and contributed to avoiding cultural appropriations that unintentionally occur in schools.





Ngarrindjeri Yanun at St Joseph's School



> Relationships

Relationships with Aboriginal and Torres Strait Islander peoples and their communities are at the heart of landmark projects, which resonate beyond delivery. Collaborative partnerships underpin Carclew's work.

FOCUS AREA:

Carclew Goal 1

Artistic Vibrancy - Be ambitious, relevant and responsive

Carclew Goal 2

Presence - Be recognised as an important and integral part of SA cultural life

OUTCOME: We will see mutually respectful and beneficial relationships internally and externally for the Carclew community

Action	Target	Timeline	Responsibility
1/ RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee the development, endorsement and launch of the RAP	Monthly meetings leading up to public presentation December 2017	RWG Chair
	Invite Aboriginal and Torres Strait Islander peoples to be part of the RWG	February 2018 February 2019 February 2020	RWG Chair
	Meet 2 weeks prior to the 6-weekly Board Meetings to monitor and report on RAP implementation	Update provided to Carclew Board Meetings running every 6 weeks during 2017 – 2020 in: February April June August October December	RWG Chair
	Appoint internal RAP Champion/s from senior management	February 2018 February 2019 February 2020	RWG Chair Chief Executive
	Review RWG membership	February 2018 February 2019 February 2020	RWG Chair supported by RWG Members
	Review Terms of Reference for the RWG annually at the RWG membership meeting	February 2018 February 2019 February 2020	RWG Chair supported by RWG Members



> Relationships

Action	Target	Timeline	Responsibility
2/ Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	Organise one internal NRW event each year	27 May – 3 June, annually 2018 – 2020	Arts and Events Coordinator supported by the Arts Program Team and RWG
	Promote Carclew as a free venue for external NRW events	Lead up to 27 May – 3 June, annually 2018 – 2020	Senior Manager, Marketing and Development
	Promote our NRW events via Reconciliation Australia's NRW website and Carclew marketing channels	Lead up to 27 May – 3 June, annually 2018 – 2020	Senior Manager, Marketing and Development
	All staff are encouraged and supported to participate in external events to recognise and celebrate NRW	27 May – 3 June, annually	Chief Executive
3/ Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Maintain relationship with Lee-Ann Tjunypa Buckskin and Associates for cultural consultation, project development and project management	February 2018 February 2019 February 2020	Senior Manager, Arts Programs
	Maintain relationship with appropriate Aboriginal and Torres Strait Islander organisation (currently Kura Yerlo) for annual delivery of the Kurruru Arts and Culture Hub	December each year	Carclew Board Chief Executive
	Further develop programming collaboration with Tandanya National Cultural Institute, including identification of early career Aboriginal and Torres Strait Islander artists who are eligible for support through Carclew funding programs	March and August each year, in line with funding program dates	Senior Manager, Arts Programs Funding Officer
	Maintain relationship with Catholic Education SA to deliver program of Aboriginal and Torres Strait Islander artist residencies in schools	Next reporting period scheduled for January 2018 – further dates to be confirmed at this meeting	Senior Manager, Arts Programs
	Commit to establishing one significant formal two-way partnership to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence	Throughout RAP period 2017 - 2020	Chief Executive and Senior Manager, Arts Programs

Action	Target	Timeline	Responsibility
4/ Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement and review a strategy to communicate our RAP to all internal and external stakeholders	February – March 2018 February – March 2019 February – March 2020	Senior Manager, Marketing and Development
	Carclew's RAP informs program planning for all projects	July 2018 July 2019 July 2020	Senior Manager, Arts Programs
	Our senior leaders are engaged in the delivery of RAP outcomes	Weekly Leadership meetings	Chief Executive
	Invite a Kurna Elder to be a co-patron of Carclew	Prior to presentation of RAP in December 2017, public presentation at RAP launch	Carclew Chair Chief Executive
	Invite Aboriginal community members to be a champion of Carclew's RAP	For public presentation of RAP in December 2017	RWG Chair supported by the RWG Members
5/ Create opportunities to support Aboriginal and Torres Strait Islander children and young peoples	Continue to seek opportunities through program consultation to support localised activity initiated by Aboriginal and Torres Strait Islander young peoples (e.g. Cultural Connections Aboriginal Girls Group in Adelaide's southern suburbs)	March 2018 March 2019 March 2020	Chief Executive supported by Senior Manager, Arts Programs
	Carclew program budget includes seed funding (at least \$5K) for projects for, by and/or with Aboriginal and Torres Strait Islander children and young peoples	During budget developments: March 2018 March 2019 March 2020	Chief Executive and Senior Manager, Arts Programs
	Carclew delivers a minimum of two projects annually for, by and/or with Aboriginal and Torres Strait Islander children and young peoples	March 2018 March 2019 March 2020	Chief Executive and Senior Manager, Arts Programs
	Visit partners Kura Yerlo and/or Kurruru with staff and Board	October 2018 October 2019 October 2020	Chief Executive



> Respect

The history of Aboriginal and Torres Strait Islander peoples is the history of our nation. Aboriginal and Torres Strait Islander culture is steeped in ancient tradition and constantly evolving. Carclew celebrates the importance of living culture to Aboriginal and Torres Strait Islander peoples and champions their right to cultural pride and expression.

FOCUS AREA:

Carclew Goal 1

Leadership - Anticipate and create the future as a benchmark organisation

Carclew Goal 2

Artistic Vibrancy - Be ambitious, relevant and responsive

OUTCOME: We will see an organisation committed to proactive learning about living Aboriginal culture.

Action	Target	Timeline	Responsibility
6/ Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none">Implement and review a cultural awareness training 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 be provided (online, face-to-face workshops or cultural immersion)100% staff undertake online cultural learning activities100% staff undertake face-to-face cultural workshop learning activities100% staff undertake cultural immersion learning activities, including Kaurna history walk of the Carclew site and surroundsAll RAP Working Group members undertake cultural learning activities	Annually around History Festival event: May 2018 May 2019 May 2020	Senior Manager, Arts Programs Senior Manager, Marketing and Development
	Carclew Board and all core staff undertake face to face Cultural Fitness training (Australian Institute of Social Relations), including an introduction to Kaurna language	October 2018 October 2020	Carclew Chair and Chief Executive supported by Leadership Team
	Carclew Board and all core staff undertake biennial online cultural awareness training, particularly new Board members and staff	October 2019	Carclew Chair and Chief Executive supported by Leadership Team

Action	Target	Timeline	Responsibility
7/ Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Written cultural protocol established for Carclew	July 2016	RWG Chair
	All Carclew Board and advisory committee meetings commence with a Kaurna Acknowledgment when held on Kaurna country	Carclew Board Meetings run every 6 weeks during 2017- 2020 in: February April June August October December	Carclew Chair Advisory Committee Chairs
	All Carclew events include a Welcome to and/or Acknowledgment of Country	March 2018 March 2019 March 2020	Arts and Events Coordinator supported by all staff
	Carclew Board and funding advisory committees include Aboriginal and Torres Strait Islander members	March 2018 March 2019 March 2020	Carclew Chair Funding Officer
	'Kaurna Country' included in Carclew street address in all printed and electronic collateral	March 2018	Senior Manager, Marketing and Development
	Create and install poster/plaque, which acknowledges Carclew's location on Kaurna land	For public presentation of RAP December 2017	Senior Manager, Marketing and Development
8/ Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Host a NAIDOC Week exhibition in the Carclew Foyer Gallery	July 2018 July 2019 July 2020	Senior Manager, Arts Programs
	Promote, encourage, and support all Board members and staff to participate in NAIDOC Week activities	July 2018 July 2019 July 2020	Chief Executive
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	July 2018 July 2019 July 2020	Chief Executive
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events	July 2018 July 2019 July 2020	Chief Executive supported by Leadership Team
	Promote Carclew as a free venue for an external NAIDOC week event	May 2018 May 2019 May 2020	Senior Manager, Marketing and Development



> Opportunities

Carclew believes that by supporting Aboriginal and Torres Strait Islander young peoples through employment and access to funding for projects and professional development, we can contribute to building the next generation of arts and cultural leaders.

FOCUS AREA:

Carclew Goal 1

Leadership – Anticipate and create the future as a benchmark organisation

Carclew Goal 2

Artistic Vibrancy – Be ambitious, relevant and responsive

Carclew Goal 3

Presence – Be recognised as an important and integral part of SA cultural life

Carclew Goal 4

Accountability – Ensure strong governance, sound finances and great people

OUTCOME: We will see investment in Aboriginal and Torres Strait Islander employment and pathways, grant outcomes and service agreements

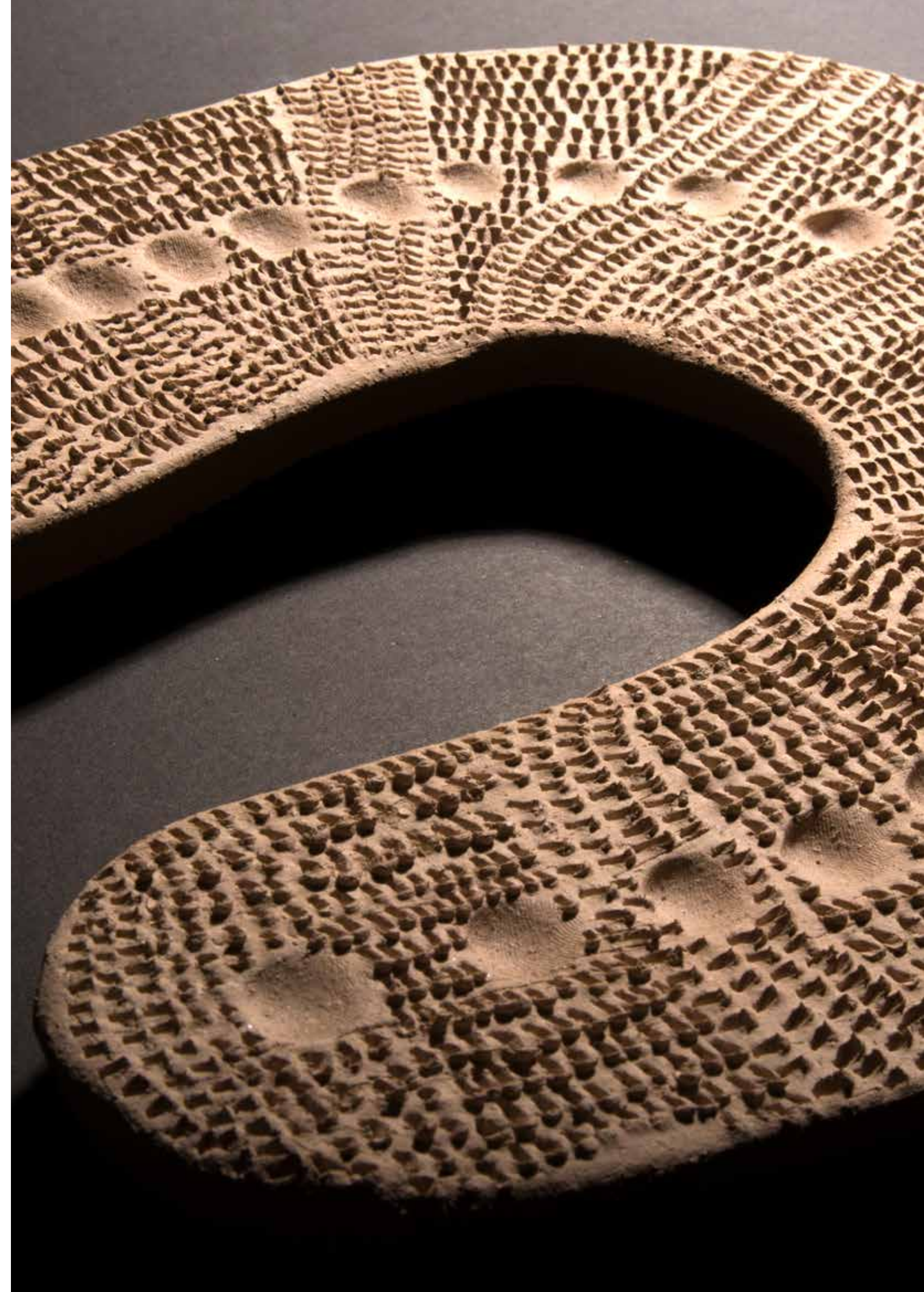
Action	Target	Timeline	Responsibility
9/ Increase Aboriginal and Torres Strait Islander recruitment and retention	Implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development	March 2018 March 2019 March 2020	Chief Executive with support from Leadership Team
	Monitor Aboriginal and Torres Strait Islander employment levels from year to year to ensure numbers are maintained or increased (2015-16 Benchmark = 1 x full time and 6 x hourly paid contractors)	February 2018 February 2019 February 2020	Chief Executive and Senior Manager, Arts Programs
	All staff are supported to identify and undertake relevant and appropriate professional development activities	February 2018 February 2019 February 2020	Chief Executive with support from Leadership Team
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment and retention strategies	February 2018 February 2019 February 2020	Chief Executive with support from Leadership Team
	Advertise all job vacancies in Aboriginal and Torres Strait Islander media	As required when positions advertised	Senior Manager, Marketing and Development

Action	Target	Timeline	Responsibility
10/ Increase Aboriginal and Torres Strait Islander supplier diversity	Review existing procurement strategy to reduce barriers to procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses, including membership of Supply Nation	Commence end of December 2017	Finance and Operations Manager
	Explore membership of Supply Nation to support the procurement strategy	Commence end of December 2017	Finance and Operations Manager
	Maintain or increase commercial relationships with Aboriginal and/or Torres Strait Islander businesses (2015-16 Benchmark = 2 suppliers)	February 2018 February 2019 February 2020	Finance and Operations Manager and Senior Manager, Marketing and Development
11/ Grow and support Aboriginal and Torres Strait Islander peoples involved in the Arts through our programs	Continue to liaise with Arts Development Officer, Aboriginal and Torres Strait Islander Arts at Arts South Australia for applicant referrals and advice on how to best support Aboriginal and Torres Strait Islander applicants to Carclew funding programs	Annual meetings: February 2018 February 2019 February 2020	Funding Officer
	Provide curatorial opportunities for emerging Aboriginal and Torres Strait Islander curators and/or artists as part of Carclew's Foyer Gallery exhibition program	Reviewed as new Curator in Residence commences January 2018 January 2019 January 2020	Senior Manager, Arts Programs
	Promote work experience placements and internships for Aboriginal and Torres Strait Islander secondary and tertiary students	September 2018 September 2019 September 2020	Senior Manager, Marketing and Development
	Provide a designated place for an Aboriginal and Torres Strait Islander artist in Carclew's Fifth Quarter (arts business incubator) program	September 2018 September 2019 September 2020	Senior Manager, Arts Programs
	Promote program and funding opportunities through Aboriginal and Torres Strait Islander media and through known Aboriginal and Torres Strait Islander networks	February 2018 August 2018 February 2019 August 2019 February 2020 August 2020	Senior Manager, Arts Programs and Senior Manager, Marketing and Development



> Tracking Progress and Reporting

Action	Target	Timeline	Responsibility
12/ 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	30 September 2018 30 September 2019 30 September 2020	Chief Executive and Arts and Events Coordinator
	Develop and implement systems and capability needs to track, measure and report on RAP activities	December 2017	Chief Executive supported by Leadership Team
13/ Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings in Annual Report and Program Achievements for external accountability	September 2018 September 2019 September 2020	Chief Executive and Senior Manager, Marketing and Development
	Include RAP Achievements in Carclew reporting to the Government of South Australia	Annual Report and Arts South Australia Acquittal (by 30 September annually)	Chief Executive
	Report RAP progress and achievements to the Carclew Board	Carclew Board Meetings run every 6 weeks during 2017 – 2020 in: February April June August October December	Chief Executive
14/ Review, refresh and update RAP	Liaise with Reconciliation Australia to develop the next RAP based on learnings, challenges and achievements	June 2020	RWG Chair and Arts and Events Coordinator
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	August 2020	Arts and Events Coordinator
15/ Establish and support external Aboriginal Working Group	Appointment of Aboriginal Working Group	Once RAP is approved by Reconciliation Australia	Chief Executive and RWG Chair
	Review progress and application of RAP	June 2018 December 2018 December 2019 December 2020	RWG Chair with support from AWG



CARCLEW



11 Jeffcott St, Kaurana Country, North Adelaide | 08 8267 5111 | info@carclew.org.au | carclew.com.au
Contact for RAP Enquiries: **Rhen Soggee** Arts and Events Coordinator | jsoggee@carclew.org.au | 08 8230 1116