

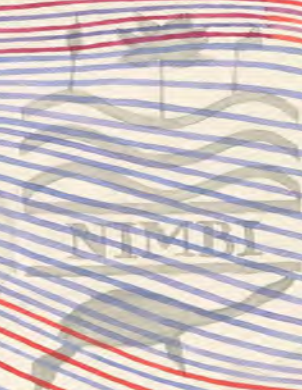
AWA · NGAGURR · APIRRI · NIMBI · WADI · WURRURR · YERR · SYAW · WAPAN · WARRGADI · Y · WUSYE · NEM ·

NGAYI · MINDA · NGEIBATY · TYE · DEME · WIRIM · NIMBI · NGAYI · KANA · NGARRIMBIRFEMITYATIT ·

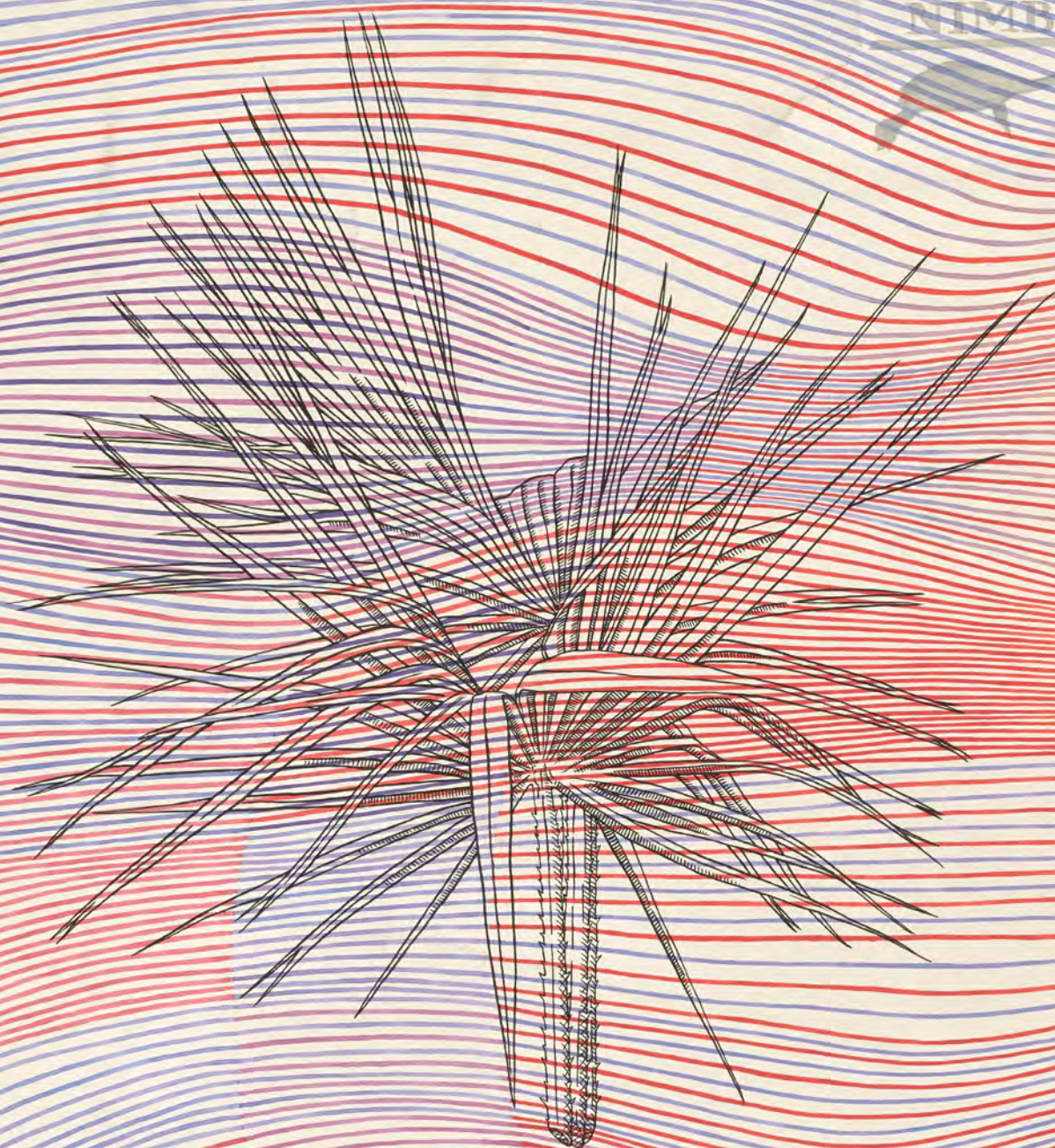
WULMAN · FAGARRI · DEDER · KINYI · NEM · BRANDY · MINGGUN · Y · PILPOT · PILBARRAK · MENGIRRI · YEDI · NGAYI · YERRIGUFITYAT ·

IYAN · MEMBIR · NYINYI · NGINNI · TYABUTY · NYINYI · NGINNI · Y · ANGGA · Y · MEMBIR · WIRIM ·

E · DEDER · YINYIRRI · KERRETY · NGINNI · Y · MUKUMAL · E · DEME · NAYINIMEH · E · WANGGA · LIRIGA ·



Ngan ngan ngan



INFINITE DOLLARS



AUNTY REGINA PILAWUK WILSON

NATIONAL
PORTRAIT
GALLERY



Reconciliation Action Plan
1 July 2025 – 30 June 2026



Acknowledgement of Country

The National Portrait Gallery acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, waters and communities. We extend our respect to Aboriginal and Torres Strait Islander Elders, Ancestors and Spirits as the Custodians of the Countries on which we live and work.

We acknowledge the Ngunnawal and Ngambri peoples, the Traditional Custodians of the Canberra region, on whose lands the Gallery stands. This Country is surrounded by neighbouring peoples including Wiradjuri to the west, Walgalu to the south, Yuin to the east, Ngarigo to the southeast, and Gundungdurra to the northeast. We extend this acknowledgement to all First Nations peoples whose stories are shared through the Gallery's collection and exhibitions and to whose lands our programs and exhibitions travel.

Aboriginal and Torres Strait Islander readers are advised that this document may contain images and names of deceased persons.



Message from the Director

On behalf of the National Portrait Gallery, I am honoured to present the Gallery's Reconciliation Action Plan (RAP).

The Reflect RAP is an important early step in the Gallery's reconciliation journey. The Gallery has a unique mandate to share the evolution of Australian identity through art. With this comes a responsibility to develop, nurture and strengthen the Gallery's relationships with First Nations peoples, to ensure truth-telling is prioritised in our work, and to respect and elevate the perspectives of First Nations Custodians, artists and colleagues.

Our RAP vision will be embedded across all aspects of Gallery operations. The Gallery

will progress RAP activities as core business, with myself as champion, through our RAP Working Group and every staff member's diligence to prioritise reconciliation in our workplace.

The Gallery's values of creativity, inclusion, innovation and integrity will be enhanced through this Reflect RAP. All staff are invited to engage robustly with the RAP Working Group through the year, and I welcome suggestions for further championship to director@npg.gov.au.

Bree Pickering

Director

National Portrait Gallery of Australia



Statement from CEO of Reconciliation Australia

Reconciliation Australia congratulates the National Portrait Gallery on continuing its reconciliation journey by formally endorsing the National Portrait Gallery's second Reflect Reconciliation Action Plan (RAP).

Through this plan, the National Portrait Gallery continues to play an important role in a network of more than 2500 corporate, government and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

This Reflect RAP enables the National Portrait Gallery to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the National Portrait Gallery on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Vision for reconciliation

At the National Portrait Gallery our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, a national culture that represents equity and equality, and an Australian community that acknowledges, respects and shows deep gratitude to the Traditional Owners of the Countries for their custodianship and care over more than 60,000 years. The Gallery aims to establish an environment for reconciliation by promoting recognition, respect, understanding and appreciation of Aboriginal and Torres Strait Islander peoples, histories and ongoing cultures as central to our shared national identity. We aspire to excellence and best practice in how we employ, engage and collaborate with First Nations peoples, and an organisational culture that includes, involves, considers and respects First Nations' knowledge and perspectives, and embeds principles of self-determination and cultural autonomy.



Who are we

The National Portrait Gallery was founded in 1998 and was established as an Australian Government agency under the *National Portrait Gallery of Australia Act 2012*. Our vision as Australia's National Portrait Gallery is to reflect the face of Australia, tell Australian stories and increase understanding and appreciation of Australian people through the art of portraiture – their identity, history, culture, creativity and diversity. We achieve this through our core purpose: to develop, preserve, maintain and promote a national collection of portraits and other works of art; and to develop and engage a national audience for the collection, exhibitions, education, research, publications, and public and online programs.

The vision and purpose of the Gallery are supported by organisational values that provide a framework through which we undertake our activities.

These are:

Creativity

We inspire people, communities and the nation through portraiture. We are bold and adventurous in the work we do and the art we share. We champion creativity across our work.

Innovation

We lead by example, presenting work that is creative, original and meets the highest standards of excellence. We challenge ourselves and our audiences. We consistently reflect this in our work, and through the portraiture we share. We evolve with and respond to our times while acknowledging our commitment to tell Australian stories across generations.

Inclusivity

We are approachable and welcoming to all, and we value diversity and respect differences. We strive for all Australians to be seen and see themselves in our work. We build and maintain strong relationships and connections with our audiences, communities and creative partners. We listen and adapt.

Integrity

We are accountable and responsible for our actions, and we act ethically, with honesty and empathy. We respect the focus of our unique collection: the sitters, the artists and their stories. We engage in challenging conversations about our work, we acknowledge our mistakes and learn from them.

Our Goals and Strategic Priorities

The National Portrait Gallery aims to present a broad and diverse picture of Australian life, encouraging audiences to take inspiration from the nation's stories through portraiture. The artists and sitters represented in the national collection should reflect, as far as possible, Australia's geographic, vocational, professional, cultural and social diversity. The Gallery aims to connect people with Australian identity, achievements, challenges and creative endeavour across multiple points of access. This extends beyond a welcoming onsite experience to developing engaging digital programs, and dynamic national and international touring and collaborative programs. Across all strategic priorities, the Gallery commits to supporting the five pillars of the Australian Government's *Revive: National Cultural Policy*: First Nations First, A Place for Every Story, Centrality of the Artist, Strong Cultural Infrastructure, and Engaging the Audience. Through a consultative process involving the Board and management, the Gallery has identified the following corporate activities which support its three strategic priorities:

- 1. Enrich the collection**
- 2. Inspire connection**
- 3. Ignite support.**

Our corporate strategies and goals include specific commitments across these strategic priorities to ensure that Aboriginal and Torres Strait Islander peoples and stories are part of our activities in:

- developing and growing the national collection of portraits
- sharing the collection to audiences nationally across the Gallery's programming centres
- improving and modernising how we operate as an organisation
- investing in our staff and providing an attractive and supportive workplace.

Our RAP

The Gallery’s staff, Executive team and Board support the journey of reconciliation through a commitment to making sustainable and tangible organisational change to establish an environment for reconciliation. This includes:

- recognising, employing, engaging and collaborating with First Nations peoples
- creating an organisational culture that includes, involves, considers and respects First Nations’ knowledge and perspectives
- embedding principles of self-determination and cultural autonomy across our activities and within all methodologies.

The Gallery is committed to tangible and sustainable change to support and foster reconciliation through the pillars of the RAP framework:

1. Relationships: As a gallery of people and their stories, our relationships with Aboriginal and Torres Strait Islander artists, subjects and visitors as well as non-Indigenous Australian artists, subjects and visitors is as crucial to us as the works of art we care for and share.

2. Respect: Our reconciliation journey relies on providing space for the voices of Aboriginal and Torres Strait Islander peoples for a richer celebration of identities in Australia.

3. Opportunities: Portraits offer a tangible connection with people and histories, and present unique opportunities for reconciliation and the opportunity to build an organisational community internally and externally that acknowledges, respects and shows deep gratitude to the continuing First Nations peoples of Australia.

The Gallery’s RAP also fits into a broad landscape of organisational change in line with the Gallery’s Corporate Plan objectives and the Australian Government’s *Revive: National Cultural Policy*.

RAP Governance

The progress of the Gallery’s RAP activities is reported through the RAP Working Group to the NPG Executive team. The Director and RAP Champion, Bree Pickering, reports on the Gallery’s RAP and reconciliation journey at the NPG Board meetings. The Gallery’s RAP activities are publicly reported in the NPGA Annual Report and as part of Reconciliation Australia’s RAP Impact Survey submitted each year.

RAP Champion

The Gallery’s RAP Champion Bree Pickering is committed to raising the profile of reconciliation across the Gallery through tangible, sustainable and meaningful organisational change. The RAP Champion is supported by the Gallery’s Executive team, comprising of Chief Operating Officer, Director, Curatorial & Collection, Director, Access & Learning, Director, External Relations and Director, Digital Production, and the RAP Working Group to meet the needs of the Gallery’s RAP, staff and shared commitment to governance.

RAP Working Group

The Gallery is committed to supporting reconciliation through all Gallery operations. The Gallery’s RAP Working Group (RAP WG) consists of the Gallery’s Director as RAP Champion, Director, Curatorial & Collection (Executive team representative), Manager, Learning Programs (Access & Learning team representative), Head of Registration (Chair and Curatorial & Collection team representative), Manager, People & Performance (Corporate team representative), Programmer (Digital representative) and Membership & Private Giving Coordinator (External Relations representative). The RAP WG is guided by its Terms of Reference which provide a framework for representation, meeting regularity and reporting.

The Gallery recognises the critical role of First Nations staff in the Gallery’s reconciliation journey. The Gallery encourages Aboriginal and Torres Strait Islander staff to be a part of the RAP WG. A key objective of this Reflect RAP is to formulate a clear plan for internal and/or external Aboriginal and Torres Strait Islander representation of the RAP WG. This will align with the recommendations from the First Nations-led cultural audit activity undertaken in late 2024 and early 2025.

Implementing a successive Reflect RAP

In 2023 the RAP WG and Gallery’s Executive team acknowledged that, resulting from substantial leadership and staffing movements, a significant number of the actions and deliverables of the Gallery’s 2021–2022 Reflect RAP had not been achieved. To address the core principles that a Reflect RAP aims to embed within an organisation, the Gallery’s Executive team and Board approved the RAP WG to undertake the development and implementation of a second Reflect RAP. In developing this second Reflect RAP the Gallery has identified clear deliverables to facilitate meaningful structural and organisational cultural change regarding reconciliation across the organisation. This approach has been reflected in the deliverables outlined within the Governance section actions, to ‘provide appropriate support for effective implementation of RAP commitments’ and to ‘establish and maintain an effective RAP Working Group to drive governance of the RAP.’

Contact us

To contact the RAP Working Group, please email:
Bree Pickering
Director, National Portrait Gallery
director@npg.gov.au



Relationships

The development of strong relationships between the Gallery and Aboriginal and Torres Strait Islander artists, subjects and visitors as well as non-Indigenous Australian artists, subjects and visitors is central to the Gallery’s ability to achieve our vision. In addition, the Gallery has committed to taking a leadership role in promoting and delivering the pillars of the *Revive: National Cultural Policy* – First Nations First, A Place for Every Story, and Centrality of the Artist – which are reflected in the actions and deliverables of the Relationships and Respect sections of this Reconciliation Action Plan 2025–2026.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders, organisations, subjects and artists within our sphere of influence in each area of Gallery business.	June 2026	Lead: RAP Champion Support: RAP Chair
	1.2 Begin benchmarking of peer organisations regarding First Nations consultation practices, advisory boards and governance models.	June 2026	Lead: RAP Chair Support: Manager, Risk & Governance
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff through digital and in-person communication channels including but not limited to staff meetings, staff emails, intranet and Director updates.	May annually	Lead: RAP Champion Support: Manager, People & Performance
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June annually	Lead: RAP Champion Support: RAP Chair
	2.3 Encourage all staff to participate in NRW events and activities.	27 May – 3 June annually	Lead: RAP Champion Support: RAP Chair
	2.4 Support all staff to engage in NRW events and activities.	27 May – 3 June annually	Lead: RAP Champion Support: Manager, People & Performance
	2.5 Ensure that regular public programming and educational activities include one or more specific NRW event.	27 May – 3 June annually	Lead: Director, Access & Learning
	2.6 Register all our NRW events on Reconciliation Australia’s website.	27 May – 3 June annually	Lead: Director, Access & Learning
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation publicly via a statement of acknowledgement and respect on the NPG website and social media channels.	June 2026	Lead: RAP Champion Support: Director, Digital Production
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2026	Lead: RAP Champion Support: RAP Chair
	3.3 Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2026	Lead: RAP Champion Support: RAP Chair
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	Lead: Chief Operating Officer Support: Manager, People & Performance
	4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2026	Lead: Chief Operating Officer Support: Manager, People & Performance
	4.3 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Lead: Chief Operating Officer Support: Manager, People & Performance

Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights is a core value for the Gallery. The collection development, creative programming and engagement activities at the Gallery are centred on the principle to ‘reflect the face of Australia, tell Australian stories and increase understanding and appreciation of Australian people through the art of portraiture – their identity, history, culture, creativity and diversity.’ This vision cannot be achieved without fostering and developing understanding, appreciation, acknowledgment and celebration of Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights for our staff, artists, subjects, partners and visitors.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	Lead: Chief Operating Officer Support: Manager, People & Performance
	5.2 Conduct a review of cultural learning needs within our organisation.	December 2025	Lead: Chief Operating Officer Support: Manager, People & Performance
	5.3 Embed the formal cultural learning opportunities provided within our organisation to increase the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	June 2026	Lead: Chief Operating Officer Support: Manager, People & Performance
6. Increase visitors’ understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	6.1 Increase the representation of Aboriginal and Torres Strait Islander peoples in the NPG collection by acquiring greater than five works of art with a First Nations artist or sitter in the Financial Year.	June 2026	Lead: Director, Curatorial & Collection Support: Senior Curator
	6.2 Increase the representation of Aboriginal and Torres Strait Islander peoples in Gallery displays by including more than 20 collection works by First Nations artists, with First Nations subjects or which engage with First Nations stories in collection displays or exhibitons in the Financial Year.	June 2026	Lead: Director, Curatorial & Collection Support: Senior Curator
	6.3 Increase First Nations representation in Gallery commissions through a minimum of one commission of a First Nations subject or by a First Nations artist in the Financial Year.	June 2026	Lead: Director, Curatorial & Collection Support: Senior Curator
	6.4 Engage First Nations curatorial staff and/or external First Nations consultants to lead consultation with First Nations peoples on exhibitions, commissions and acquisitions which involve First Nations artists, subjects or subject matter.	June 2026	Lead: Director, Curatorial & Collection Support: Senior Curator
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	December 2025	Lead: RAP Champion Support: RAP Chair
	7.2 Embed processes for acknowledgement and respect for the Traditional Custodians including processes for inviting local Elders to deliver a Welcome to Country for all major public events, and delivering an Acknowledgement of Country at all public events and cross-organisation meetings.	December 2025	Lead: RAP Champion Support: Director, External Relations
	7.3 Develop and communicate an organisational statement for all staff outlining key elements in demonstrating respect to Aboriginal and Torres Strait Islander peoples.	December 2025	Lead: RAP Chair Support: Manager, People & Performance

Action	Deliverable	Timeline	Responsibility
	7.4 Embed existing learning opportunities on an annual basis for Gallery staff to increase their awareness and understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights and to increase understanding of the purpose and significance behind cultural protocols including Acknowledgement of Country and Welcome to Country.	June 2026	Lead: Chief Operating Officer Support: Manager, People & Performance
	7.5 Develop and implement a Protection of Cultural Objects on Loan (PCOL) Consultation Policy which includes First Nations consultation processes for inward loans.	December 2025	Lead: Director, Curatorial & Collection Support: Head of Registration
8. Review policy documents to support best practice and incorporate cultural protocols into all parts of Gallery operations.	8.1 Identify the policy documents that require review to include cultural protocols.	June 2026	Lead: Chief Operating Officer Support: Manager, Risk & Governance
	8.2 Include cultural sensitivity statements on the NPG website and where appropriate in all digital and public programming contexts.	December 2025	Lead: Director, Digital Production Support: Director, Access & Learning
	8.3 Consult with family, descendants and community to ensure that cultural protocols are observed and respected during sorry business for artists and subjects in the NPG collection.	June 2026	Lead: Director, Curatorial & Collection
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	9.1 Circulate NAIDOC Week resources and reconciliation materials to our staff through digital and in-person communication channels including but not limited to staff meetings, staff emails, intranet and Director updates.	June annually	Lead: RAP Champion Support: Manager, People & Performance
	9.2 RAP Working Group to participate in an external NAIDOC Week event.	First week of July annually	Lead: RAP Champion Support: RAP Chair
	9.2 Encourage all staff to participate in NAIDOC Week events and activities.	First week of July annually	Lead: RAP Chair Support: Manager, People & Performance
	9.3 Support Aboriginal & Torres Strait Islander staff to engage in NAIDOC Week events and activities.	First week of July annually	Lead: RAP Chair Support: Manager, People & Performance
	9.4 Ensure that regular public programming and educational activities include one or more specific NAIDOC Week event.	First week of July annually	Lead: Director, Access & Learning Support: Director, Digital Production

Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities connects to the Gallery’s strategic priorities: to enrich the collection to reflect the evolution of Australian identity through art, and to inspire connection and engagement to reach diverse audiences. The Gallery has a large sphere of work and the same responsibilities to the Australian Government and public as the other National Collecting Institutions, with a comparatively small team of employees. A commitment to opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities in areas of employment and procurement enables the Gallery to recognise and embed First Nations voices and perspectives into the organisation’s vision, purpose, values, strategic aims and operational activities as one of Australia’s National Collecting Institutions and connects to the *Revive: National Cultural Policy* pillar of Strong Cultural Infrastructure.

Action	Deliverable	Timeline	Responsibility
10. Increase engagement with Aboriginal and Torres Strait Islander peoples in the National Portrait Gallery.	10.1 Promote access and awareness of the relevance of the National Portrait Gallery (including the collection, exhibitions, educational and public programming activities, and digital content) to Aboriginal and Torres Strait Islander communities and audiences.	December 2025	Lead: Director, External Relations Support: Director, Access & Learning and Director, Digital Production
11. Improve employment outcomes by increasing recruitment, retention and professional development for Aboriginal and Torres Strait Islander peoples.	11.1 Develop a business case for the employment of Aboriginal and Torres Strait Islander peoples within our organisation.	June 2026	Lead: Chief Operating Officer Support: Manager, People & Performance
	11.2 Report on workforce structure regarding current staffing of Aboriginal and Torres Strait Islander peoples to inform future employment and professional development opportunities.	June annually	Lead: Chief Operating Officer Support: Manager, People & Performance
	11.3 Engage with Aboriginal and Torres Strait Islander staff to discuss any barriers to their employment opportunities at the Gallery, issues of cultural loading or access to cultural support to inform the inclusion of a recruitment, retention and professional development strategy for Aboriginal and Torres Strait Islander peoples.	December 2025	Lead: Chief Operating Officer Support: Manager, People & Performance
	11.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders with a particular focus on First Nations-identified roles.	June annually	Lead: Chief Operating Officer Support: Manager, People & Performance
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	12.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses.	June 2026	Lead: Chief Operating Officer Support: Finance Manager
	12.2 Investigate Supply Nation membership.	December 2025	Lead: Chief Operating Officer Support: Finance Manager
	12.3 Reference the Australian Government’s Aboriginal and Torres Strait Islander procurement strategy within the revision of the NPG Procurement Policy.	December 2025	Lead: Chief Operating Officer Support: Finance Manager

Governance

Embedding our RAP vision across all aspects of our business will lay the foundation for a culturally safe space for staff, collaborators and visitors.

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	13.1 Formulate a strategy to increase internal and/or external Aboriginal and Torres Strait Islander representation of the RAP WG to align with the recommendations from the First Nations-led cultural audit activity undertaken in late 2024 and early 2025.	June annually	Lead: RAP Chair Support: Manager, People & Performance
	13.2 Review the Terms of Reference for the RAP Working Group each year.	June annually	Lead: RAP Chair Support: Manager, Governance & Risk
	13.3 RAP Working Group to meet a minimum of four times per year to drive and monitor RAP implementation.	July, September, November 2025, February, April 2026	Lead: RAP Chair
14. Provide appropriate support for effective implementation of RAP commitments.	14.1 Define any resource needs for each RAP implementation.	July 2025	Lead: RAP Chair Support: Manager, People & Performance
	14.2 Engage the Gallery’s Board, Executive team and Gallery staff in the delivery of RAP commitments.	July 2025	Lead: RAP Champion Support: RAP Chair
	14.3 Provide support to senior leaders to effectively champion our RAP internally.	July 2025	Lead: RAP Champion Support: RAP Chair
	14.4 Create and maintain appropriate systems to track, measure and report on RAP commitments.	October 2025	Lead: RAP Chair Support: Manager, Governance & Risk
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	15.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	December and June annually	Lead: RAP Chair Support: Manager, People & Performance
	15.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey, if not received.	1 August annually	Lead: RAP Chair Support: Manager, People & Performance
	15.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	31 August annually	Lead: RAP Chair Support: Manager, People & Performance
	15.4 Report RAP progress to all staff and NPG Executive team at regular intervals.	September, December, March and June annually	Lead: RAP Champion Support: RAP Chair
	15.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	30 June 2026	Lead: RAP Champion Support: Manager, Governance & Risk
16. Continue our reconciliation journey by developing our next RAP.	16.1 Begin to develop the Gallery’s Innovate RAP by mid-cycle of the current RAP.	January 2026	Lead: RAP Champion Support: RAP Chair
	16.2 Register via Reconciliation Australia’s website to begin developing our next RAP.	January 2026	Lead: RAP Chair Support: Manager, People & Performance
	16.3 Invite input from all staff for the development of the next Innovate RAP.	January 2026	Lead: RAP Chair Support: Manager, People & Performance

Cover:
Ryan Presley
Marri Ngarr
Blood money – infinite dollar note – Auntie Regina Pilawuk Wilson 2023 (detail)
watercolour on paper
Purchased with funds provided by anonymous donors 2024
© Ryan Presley/Copyright Agency, 2025

Page 1:
Tjunkaya Tapaya
Pitjantjatjara
Tjanpi Desert Weavers (workshop)
Ngayulu Minyma Tjanpinya, I am a Tjanpi Woman 2018
Tjanpi (dry grass), acrylic wool, raffia, wire
Purchased 2022
© Tjunkaya Tapaya OAM, Tjanpi Desert Weavers

Page 2:
Vincent Namatjira
Aranda
Albert and Vincent 2024
synthetic polymer paint on linen
Purchased with funds provided by the Calvert-Jones Foundation, Liangis Family Foundation
and the Portrait Dinner Series 2024
© Vincent Namatjira/Copyright Agency, 2025

Page 3:
Thea Anamara Perkins
Arrernte/Kalkadoon
Rachel 2021
synthetic polymer paint on gessoboard
Purchased 2022
© Thea Anamara Perkins

Page 4:
Jacob Nash
Daly River
The hoodie 2021 (printed 2023)
pigment print on paper
Purchased with funds provided by Wayne Williams 2023
© Jacob Nash

Page 7:
Ryan Presley
Marri Ngarr
Inferno 2024 (detail)
digital animation projected on the National Portrait Gallery building for the 2025 Enlighten
Festival
Commissioned 2024
© Ryan Presley