



Musica Viva Australia



RECONCILIATION  
ACTION PLAN

**INNOVATE**

SEP 2024 - SEP 2026

Reconciliation Australia commends Musica Viva Australia on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Musica Viva Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Musica Viva Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Musica Viva Australia is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Musica Viva Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Musica Viva Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine,  
Chief Executive Officer  
Reconciliation Australia



As a national organisation, Musica Viva Australia has the privilege of working on many First Nations lands across the country. We honour the richness of Aboriginal and Torres Strait Islander cultures: the diversity of languages, customs and peoples, and we pay our respect to all the communities on whose lands we connect and create. We also extend this acknowledgement to the First Nations people who contribute to Musica Viva Australia in so many ways: as artists, audience members, organisational leaders and community members.

I am proud to present Musica Viva Australia's second formally endorsed Reconciliation Action Plan, and I thank Reconciliation Australia for their support and leadership in this field. In this Plan, we affirm our commitment to reconciliation and to a more just and equitable future for First Nations Australians. Our RAP acknowledges the barriers that many First Nations people experience to accessing and participating in chamber music, and sets out ambitious actions that we hope will demonstrate leadership and drive change within our sphere of influence.

In 2025 Musica Viva Australia celebrates its 80th birthday and in doing so, we consider our rich history and our aspirations for the company's next 80 years. By taking action now, we make the necessary first steps towards tangible change for First Nations peoples in our sector and our community.

We acknowledge that this Plan is a foundation for further learning and growth, invite feedback and commit to transparency about MVA's progress on our reconciliation journey.

Anne Frankenberg,  
CEO Musica Viva Australia



## *Musica Viva Australia's vision for reconciliation*

Our vision for reconciliation is an Australia that embraces Aboriginal and Torres Strait Islander peoples and celebrates the diversity of their rich and multifaceted cultures. This vision includes the need for acceptance of our mutual histories and proactive steps to redress the hurt, discrimination and trauma experienced by Aboriginal and Torres Strait Islander peoples due to colonisation, both historically and ongoing. This requires a commitment to building strong relationships with Aboriginal and Torres Strait Islander peoples on a foundation of trust, respect and equity.

In the context of our organisation, we aim to create equal opportunities for Aboriginal and Torres Strait Islander artists, arts workers and students to create and participate in all facets of our business. This means making space for First Nations stories and content within the works that we produce and facilitating opportunities for these works to reach wide and diverse audiences.

At Musica Viva Australia, we want to create and maintain a culturally rich and supportive workplace where Aboriginal and Torres Strait Islander peoples have agency to lead, the opportunity and pathways to learn, and the support of the organisation to question and be curious. This also means ensuring we have a staff body that is inclusive, culturally educated and reflective of a modern, diverse, 21st century society. We commit to reconciliation as an ongoing process that we are constantly reviewing.

## Our business

Musica Viva Australia (MVA) is the world's largest platform for chamber music, presenting national, regional and school tours by Australian and international musicians. We are one of Australia's leading providers of music education in schools and a champion for Australian composers and emerging talent. With chamber music at the core of MVA's identity, the creative curiosity of our artists and audiences encourages programming that expands beyond any strict definition of form, enabling thrilling possibilities for collaboration and evolution. In the almost 80 years since MVA was founded, the company has grown from humble beginnings as a single Sydney-based ensemble to a national touring and producing organisation with 60 staff and 220 contracted artists based around the country, including 22 First Nations people.

National reach is one of the key drivers of MVA's artistic program, across each of our three pillars of activity – Concerts and Communities, Emerging Artist programs and Education. Mainstage concerts are presented across the year in every mainland State capital city, Canberra and Newcastle, and in partnership with presenters in Tasmania and regional NSW. Our Emerging Artist programs invite participation from early career professionals, tertiary and high school students nationally and MVA's Education program reaches over 160,000 children each year in every state and territory, including in regional and remote areas.

MVA is committed to being at the forefront of the evolution of classical music. We are positioning MVA as a producing house for innovative chamber music productions that bring artists together in unexpected and original combinations. These works are building MVA's reputation as a creative incubator, reflecting our own national stories and creating exciting opportunities for Australian artists at home and overseas.

Evolution also means balancing our custodianship of the traditional European canon with a greater mix of voices, artforms, ideas and cultures, and making our work accessible and relevant to many more people across Australia's diverse communities – better reflecting the world in which we live.

Of our current Musica Viva Australia In Schools (MVAIS) touring ensembles, one is First Nations led. Wyniss, a Torres Strait Islander program developed in partnership with NAISDA Dance College, has performed more than 550 concerts across all states and territories to more than 100,000 students. Lost Histories commenced touring in 2023 and reflects on the experiences of ensemble member Troy Russell, a Biripai and Gamillaroi musician and composer. Previously we have toured highly successful First Nations led shows within MVAIS and regional touring programs, including Mission Songs by Jessie Lloyd, and Dätiwuy Dreaming, a co-production with NAISDA Dance College. Additionally, several current MVAIS shows feature commissioned compositions by First Nations artists, including Colours of Home and Walking with the Wilderness.

We work in collaboration with the NT and NSW governments to specifically target Connected Community schools to ensure First Nations students have access to MVA's Education programs. Alongside our school programs, teachers have access to an accredited First Nations professional development opportunity, 'Exploring Music from the Torres Strait', which was developed as an extension of the Wyniss touring program. This workshop is co-led by a First Nations musician and teaching artist.

In recent years, MVA's mainstage program has commissioned leading First Nations composers including Brenda Gifford and William Barton. In 2024, MVA presents a national tour of Ensemble Q and William Barton that includes the major work composed by Barton, and a concert by Indigenous singer-songwriter Jess Hitchcock with the Penny Quartet.

## Our RAP

Musica Viva Australia's Innovate Reconciliation Action Plan confirms our ongoing commitment to creating a culturally safe and inclusive workspace that nurtures Aboriginal and Torres Strait Islander artists, arts workers, communities and organisations. We do so with deep commitment to listening to, reflecting on, and challenging the way things are done and have been done. We recognise our role as an industry leader and the responsibility to model best practice in our sector. We want to build on the learning, initiatives and work we have done through our Reflect RAP, as well as our recent and historical work with Aboriginal and Torres Strait Islander peoples and communities, to continue making work with and advocating for Aboriginal and Torres Strait Islander artists and communities.

Our designated RAP Champion company-wide is our Director of External Affairs, who is based in our Sydney office and who has close ties to our governance structure. In recognition of the fact that we are a national organisation with several state offices, we also designate our State Managers as State RAP Champions, who are accountable for RAP actions at a state level. All staff complete cultural competency training and are encouraged to work with their managers to plan for cultural learning professional development opportunities.

As a truly national arts organisation of significant history, impact and influence, Musica Viva Australia's approach to implementing our RAP will be collaborative and nationwide. We regard our national footprint as a great strength, as it enables us to reflect the needs of our many

stakeholders in each state, for the benefit of the whole organisation and the sector. As we take the next steps in our reconciliation journey, we intend to use our reach to inform localised and national action, particularly with regards to employment opportunities for Aboriginal and Torres Strait Islander peoples, engagement with Supply Nation certified businesses when seeking vendors in our supply chain, and increased creative opportunities for Aboriginal and Torres Strait Islander artists within our mainstage program. We commit to making reconciliation visible, internally and externally, through formalised acknowledgement within our schools and concert programs, and on outgoing communications including email signatures and on our website.

Through our Innovate RAP we commit to making reconciliation actions systemic and awareness of cultural protocols organisation-wide. We commit to extending the deep work that has been done with First Nations artists in our education programs to our mainstage program, which in 2024 features our first major mainstage commission from a First Nations artist, William Barton. We commit to continuing active conversations about how our mainstage program might engage with First Nations artists.

Finally, through our Innovate RAP we will examine our sphere of influence both within the arts community and beyond. We will question what Musica Viva Australia's influence looks like, and how we may direct it to support reconciliation initiatives. This will be inclusive of other arts organisations and non-profits, but will also extend to audiences, emerging artists, philanthropic and development circles, as well as our individual influence on each other within the workplace.

### *Reconciliation Action Plan Working Group*

A key outcome of our Reflect RAP was to successfully form a Reconciliation Action Plan Working Group. This group has been instrumental in opening up conversations about reconciliation within MVA and has encouraged members of the broader company to go on their own reconciliation journey. It has been a tangible starting point for reconciliation activity, particularly when the journey towards reconciliation has seemed overwhelming or confusing. The group has initiated Cultural Competency training and established protocols for the ways we engage First Nations artists. It has been a place where people feel free to share, offer ideas, suggestions, concerns, celebrations, community protocols and networks.

Our RAP Working Group includes the following staff members:

- CEO (co-chair)
- ACT & Public Affairs Manager (co-chair)
- Director of External Affairs (RAP Champion – National)
- Director of Emerging Artist Programs
- State Managers – Western Australia, Queensland, South Australia and ACT
- People and Culture Manager
- Strategic Partnerships Manager
- Marketing Coordinator, Concerts
- Education Coordinator, NSW, TAS, NT

Education Consultant Dr Sue Lane also participates on the RAP working group, bringing invaluable knowledge of MVA's Education programs and a particular relationship to Torres Strait Islander ensemble, Wyniss. Additionally, Dr. Christopher Sainsbury, a proud Dharug man and the founder of the Ngarra-burria First Peoples Composers program serves on our RAP working group. Dr Sainsbury is also on MVA's National Members' Council, an advisory body of industry and philanthropic leaders. Musica Viva Australia is committed to increasing the number of Aboriginal and Torres Strait Islander representatives on our RAP working group during the course of our Innovate RAP.



# RELATIONSHIPS

We recognise that reconciliation is built on a foundation of trust and equality, and that this foundation comes only through respectful relationships with our First Nations colleagues and communities. We recognise that First Nations artists, arts workers, and arts organisations face ongoing barriers to engagement with our artform. We are committed to carving space for Aboriginal and Torres Strait Islander peoples to have agency to lead, the opportunity and pathways to learn, and the support of the organisation to question and be curious.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Confer with current First Nations organisational partners, e.g. NAISDA, Ngutu College about current principles for engagement. Seek new partners within broader sphere of influence.	Feb 2025	CEO, Artistic Director, Director of External Affairs, Director of Education
	Develop and implement an engagement plan to connect with new First Nation communities and towns with significant First Nations populations.	Sep 2026	Director of External Affairs, Director of Concerts and Communities
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	RAP Working Group Co-chair
	Organise at least one NRW event each year.	July 2025 July 2026	RAP Working Group Co-chair
	RAP Working Group members to participate in an external NRW event.	May 2025 May 2026	RAP Working Group Co-chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025 May 2026	CEO
	Include MVA artists in First Nations cultural events including National Reconciliation Week.	May 2025 May 2026	RAP Working Group Co-chair
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	Marketing Coordinator



# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3 Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Sep 2024	Director of External Affairs, People and Culture Manager
	Communicate our commitment to reconciliation publicly: through Acknowledgement of Country on our website, the listing of traditional Countries in our letterhead, staff lists, email signatures, position descriptions and any publications (online and printed).	Sep 2024	CEO, Director of Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including educating ourselves and our audiences about the Uluru Statement from the Heart.	Sep 2024 Sep 2025 Sep 2026	Lead: CEO Supported by: RAP Working Group Co-Chair, Director of Marketing
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Feb 2026	CEO, Director of External Affairs, RAP Working Group Co-chair
<b>4 Promote positive race relations through anti-discrimination strategies.</b>	Review and update HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Sep 2025	People and Culture Manager
	Engage a First Nations consultant to audit current policies and procedures, including anti-discrimination policy, as part of the development of an Access, Equity and Inclusion plan.	Sep 2025	CEO, People and Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Apr 2025	CEO, People and Culture Manager
	Educate senior leaders and board on the effects of racism. Ensure all senior leaders and board have completed cultural competency training.	Apr 2025	CEO (engaging consultant)
<b>5 Educate our stakeholders on the Uluru Statement from the Heart.</b>	Utilise Reconciliation Australia resources to devise communication strategies for external stakeholders.		
	Reach out to other likeminded organisations for support in developing a plan to educate and listen to the leadership of First Nations-led arts organisations.	Apr 2025	RAP Working Group Co-chair, Director of Marketing



# RESPECT

We have a creative, socially engaged team of staff and artists, who are eager to go on a journey to increase their cultural understanding. The work we've done on our reconciliation journey to date to embed respect and to create a place of cultural safety has been welcomed as a valuable element of our organisational culture.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Feb 2025	People & Culture Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. Ensure that advisors are remunerated for their consultation time.	Feb 2025	CEO, People & Culture Manager
	Develop, implement, and communicate cultural learning opportunities for our staff (included in new Access, Equity and Inclusion Plan).	Mar 2025	CEO, People & Culture Manager
	Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	Mar 2025	CEO, People & Culture Manager
<b>2</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through regular training, comprehensive onboarding of new staff and regular communication from Leadership.	Mar 2026	CEO, Director of External Affairs, People & Culture Manager
	Conduct regular reviews to ensure current protocols are being conducted and followed properly.	Mar 2025	CEO, People & Culture Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 2025	CEO, People & Culture Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Feb 2025	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Feb 2026	CEO
<b>3</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025 July 2026	CEO
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Mar 2025	CEO, People & Culture Manager
	Promote and encourage participation in external NAIDOC events to all staff.	June 2025 June 2026	RAP Working Group Co-chair, Director of External Affairs



# OPPORTUNITIES

We are aware that the extended and intense training required to perform in the artform we work in has not historically been accessible to many Aboriginal and Torres Strait Islander peoples. We are committed to creating opportunities for young Aboriginal and Torres Strait Islander musicians to engage with music of all kinds and develop their skills. Our work with schools and training institutions, particularly those that are First Nations-led, will continue to evolve and develop towards this goal.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2026	CEO, People & Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. Ensure that staff are remunerated for their consultation time.	Mar 2025	CEO, People & Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Mar 2026	CEO, People & Culture Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Mar 2026	CEO, People & Culture Manager
	Create artistic leadership roles for First Nations artists: five in both 2025 and 2026.	Mar 2026	CEO, People & Culture Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sep 2026	CEO, People & Culture Manager
<b>2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Apr 2025	CEO, Chief Financial Officer, RAP Working Group Co-chair, Director of External Affairs
	Investigate Supply Nation NFP membership.	Sep 2024	RAP Working Group Co-chair
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Apr 2025	CEO, RAP Working Group Co-chair, State Managers, Director of External Affairs
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Apr 2025	CEO, Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Apr 2025	CEO, State Managers, Partnerships Manager, Director of External Affairs





# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3 Embed First Nations cultures, storytelling and music within our artistic programs</b>	Ensure at least two MVAIS Ensembles are First Nations led.	Sep 2024	Director of Education, Artistic Director, Creative Producer
	Ensure our mainstage program continues to commission and program First Nations artists.	Sep 2024	Artistic Director. Director of Concerts and Communities
	Investigate opportunities for Welcome to Country & Acknowledgement of Country artistic commissions within Emerging Artist and Education Programs.	Mar 2025	Director of Emerging Artists, Director of Education
	Engage with sector organisations (particularly First Nations-led organisations) to support First Nations music students to access opportunities and professional pathways.	Mar 2025	CEO, Director of Emerging Artists, Director of Education, Director of Concerts and Communities
	Build ongoing relationships with schools and community partners to grow participation of students in MVA's Education and Emerging Artist programs.	Apr 2026	Director of Education, Director of Emerging Artists, State Managers
	Commit to the presentation of Education programs that raise awareness and celebrate First Nations culture – MVAIS performance programs, PD workshops, resources and Music Education Residencies in schools.	Apr 2025	Director of Education
	Deliver targeted coaching opportunities and 1:1 instrumental lessons for First Nations high school students through our Emerging Artists programs.	June 2025	Director of Emerging Artists
	Develop accessible marketing and communications about all MVA programs and opportunities, including for communities who have first languages other than English and those with limited internet access.	Mar 2026	Director of Marketing, Director of Education, Director of Concerts



# GOVERNANCE

*Musica Viva Australia promotes adherence to an ethical value system and compliance with the law. We are aware of the value a robust and active RAP Working Group can bring to an organisation. We intend to support and elevate this group through regular reflection, engagement with senior leadership, and appropriate process development.*

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG to ensure a range of viewpoints from First Nations people.	Mar 2025	CEO
	Establish and apply a Terms of Reference for the RWG.	Sep 2025	CEO, RAP Working Group Co-chair
	Meet at least four times per year to drive and monitor RAP implementation.	Sep 2024 Nov 2024 Feb 2025 Apr 2025 June 2025 Aug 2025 Oct 2025 Dec 2025 Feb 2026 Apr 2026 June 2026 Aug 2026	CEO, RAP Working Group Co-chair
<b>2</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and determine who is responsible for managing RAP budget.	Sep 2024	RAP Working Group Co-chair, Director of External Affairs
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Feb 2025	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2025	RAP Working Group Co-chair
	Appoint and maintain an internal RAP Champion from senior management as well as State-based RAP Champions.	Sep 2024	Director of External Affairs, State Managers





# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Sep 2024	RAP Working Group Co-chair
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Survey	Sep 2024 Sep 2025	RAP Working Group Co-chair
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep 2024 Sep 2025	RAP Working Group Co-chair
	Report RAP progress to all staff and senior leaders quarterly.	Oct 2024 Jan 2025 Apr 2025 July 2025 Oct 2025 Jan 2026 Apr 2026 July 2026	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	Apr 2025 Apr 2026	CEO
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	Mar 2026	RAP Working Group Co-chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Oct 2025	RAP Working Group Co-chair
	<b>4</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	Sep 2025



# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5</b> Ensure that MVA's Board participate in our Reconciliation journey.	Report on RAP progress and provide general updates on First Nations projects and relationships in Board papers.	Nov 2024 Feb 2025 Mar 2025 May 2025 Aug 2025 Nov 2025 Feb 2026	CEO
	Discuss with MVA Chair appointing a RAP Champion on the MVA Board.	Mar 2026	CEO
<b>6</b> Support equitable participation by First Nations people in our governance.	Develop an Access, Equity and Inclusion plan for 2024–2027 that includes targets for First Nations Board and National Members Council members.	Apr 2025	CEO
	Develop a policy to pay First Nations Board members, First Nations Working Group Members, National Members Council Members for their participation where appropriate.	Apr 2025	CEO, People & Culture Manager

*Images in this document are from the Musica Viva Australia In Schools ensemble Wyniss, which was developed by Dujon Niue, choreographer, dancer, performer and composer from the Torres Strait Island of Mua.*

## **MUSICA VIVA AUSTRALIA Innovate Reconciliation Action Plan September 2024–September 2026**

### **Prepared by:**

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### **With input from:**

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