



Queensland Performing Arts Centre

Innovate Reconciliation Action Plan

August 2024 – August 2026



Acknowledgements

Acknowledgement of Country

Queensland Performing Arts Centre (QPAC) acknowledges and pays respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. QPAC recognises the significant role Aboriginal and Torres Strait Islander peoples have contributed and continue to contribute to Queensland's historical, creative, and cultural landscapes. QPAC respects the diversity of Queensland's two distinct First Nations cultures, Aboriginal and Torres Strait Islander peoples.

Our Innovate Reconciliation Action Plan (RAP) seeks to continue our work, led by First Nations knowledge, to prioritise reconciliation within our organisation, through our programming, and with our audiences and communities.

We acknowledge the Aboriginal and Torres Strait Islander peoples, QPAC Aboriginal and Torres Strait Islander Advisory Group, and the entire QPAC workforce who provided their time, knowledge and perspectives throughout the development of our Innovate RAP.



Artist Acknowledgement



David Bosun
Mualgal and Kaurareg

Sacred Grounds

The sacred grounds of the Mualgal and Kaurareg Aboriginal people are of immense cultural and historical significance, deeply interwoven with our nation's tapestry.

These sites serve as a profound link connecting Aboriginal and Torres Strait Islanders with their ancestors and the natural and spiritual world.

The importance of showing respect and reverence for these sites cannot be overstated, as we can learn from our people's rich cultural heritage through them.

Our culture is rich with ancient stories and beliefs, and supernatural celestial beings are revered as mythical gods.

These beings are said to have shaped our world, imparted sacred knowledge, and granted us their protection in exchange for our ritualistic homage.

Ceremonial dances in these sacred sites represent our community's stories, values, and beliefs.

The sacred dances performed on our sacred grounds are a testament to our civilisation's resilience and the knowledge passed down through generations orally, forged through the strong bonds of family connections.

At the Kaurareg and Mualgal sacred grounds, the revered Mariw Maibaig, also known as the Spirit Man, plays a pivotal role in orchestrating

sacred ceremonies and communicating with ancestral spirits that are significant to our community. He employs holy objects that represent and contain the spiritual presence of the supernatural being in the ceremonies as sources to draw the spiritual presence from the spiritual realms.

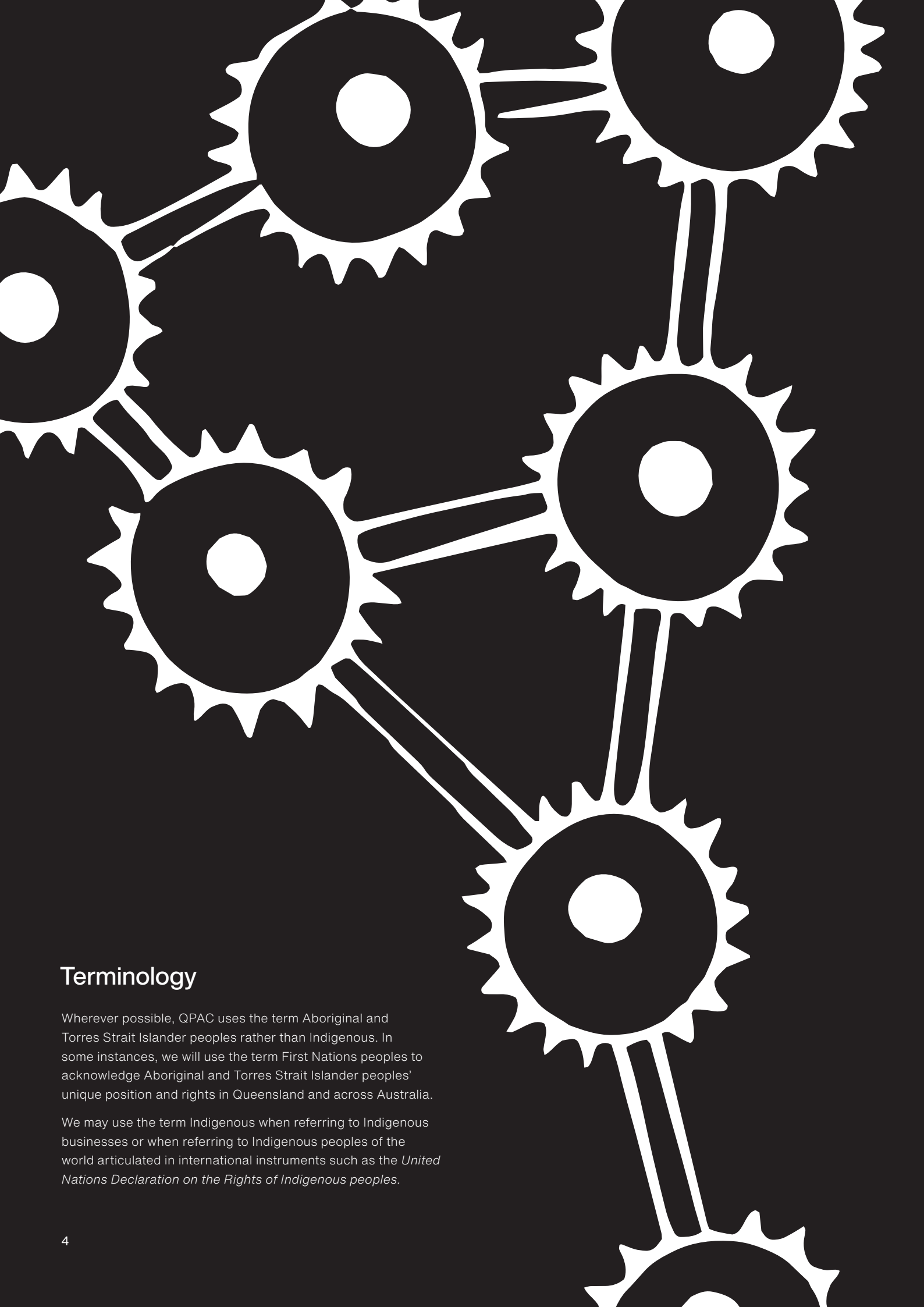
The Mariw Maibaig carefully observes the Seven Sisters constellation, known to our people as Kei Doghai (Big Spirit). Its appearance is a significant event in our culture, signifying the impending arrival of the monsoon season.

This prompts us to prepare for the heavy rains by moving to protected areas and constructing structures in the caves.

During this time, a ritual celebration occurs, and a spiritual leader communicates with ancestral beings for guidance and instructions.

This artwork, known as "Sacred Grounds," with its attention to detail, portrays the interconnectedness of humanity and the natural world, and the essence of unity, respect, and reverence for our nature.

The intricate details invite viewers to pause and reflect on the profound message of the landscape of my identity and spiritual beliefs and invite all who see it to embrace the values of our nation's unity and environmental stewardship.



Terminology

Wherever possible, QPAC uses the term Aboriginal and Torres Strait Islander peoples rather than Indigenous. In some instances, we will use the term First Nations peoples to acknowledge Aboriginal and Torres Strait Islander peoples' unique position and rights in Queensland and across Australia.

We may use the term Indigenous when referring to Indigenous businesses or when referring to Indigenous peoples of the world articulated in international instruments such as the *United Nations Declaration on the Rights of Indigenous peoples*.

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Message from the Chair and Chief Executive

While QPAC has made remarkable progress over the past decade in advancing reconciliation and fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples, the organisation remains dedicated to continuing this important work and advocating for a reconciled future. Our transition from the Reflect Reconciliation Action Plan (RAP) to the Innovate RAP reaffirms our commitment to driving positive change within our organisation and beyond.

Through initiatives such as our First Nations cultural programming, engagement with local Aboriginal and Torres Strait Islander communities, and employee cultural awareness training, we have made significant strides in embedding reconciliation into our core values and operations and deepened our understanding of Aboriginal and Torres Strait Islander histories, cultures, and perspectives. We have also begun prioritising First Nations employment and procurement opportunities, ensuring that First Nations voices are represented and valued within the entirety of our sphere of influence.

Our Reflect RAP laid a solid foundation, but as we embark on the next phase of our reconciliation journey, we must challenge ourselves further, driving innovation, collaboration and transformative change. We will explore new avenues for partnership with Aboriginal and Torres Strait Islander artists and communities, amplify First Nations voices on our stages, in our teams and platforms, and continue to advocate for First Nations rights and recognition.

As we look to the future, we are committed to fostering a culture of reconciliation that permeates every aspect of QPAC's work. Through our Innovate RAP, we will continue to lead by example, inspire others within our sector and beyond, and contribute to a more inclusive and equitable society for all.

Together, let us innovate, collaborate, and create a future where reconciliation is not just a goal, but a lived reality for generations to come.



A handwritten signature in black ink, appearing to read 'Peter Coaldrake'.

Professor Peter Coaldrake AO



A handwritten signature in black ink, appearing to read 'John Kotzas'.

John Kotzas AM

Message from QPAC Trustee and Chair of the Aboriginal and Torres Strait Island Advisory Group

With the transition from a Reflect RAP to an Innovate RAP, QPAC acknowledges its capacity and embraces its responsibility to further its reconciliation journey. As a board member of the Queensland Performing Arts Trust, and Chair of the QPAC Aboriginal and Torres Strait Islander Advisory Group, I am honoured to introduce QPAC's Innovate RAP. This marks a significant milestone in our ongoing commitment to reconciliation, guided by the wisdom and expertise of Aboriginal and Torres Strait Islander communities.

As a Queensland Government statutory body and the premier performing arts centre in the state, we have rightly set ourselves ambitious objectives to drive transformative change within our organisation and beyond.

This evolution reinforces our commitment to push the boundaries of reconciliation, foster innovation, and amplify First Nations voices and perspectives in all aspects of our work.

QPAC recognises its pivotal role in implementing Queensland Government First Nations policies and programs, which we have integrated into our RAP. I extend my heartfelt gratitude to the Aboriginal and Torres Strait Islander peoples, the QPAC Aboriginal and Torres Strait Islander Advisory Group, our Board of Trustees, executives, and employees for their invaluable contributions to our reconciliation journey. Together, we are committed to building a more inclusive, equitable, and culturally vibrant future for all.



A handwritten signature in black ink that reads "Georgina".

Georgina Richters

QPAC Trustee and Chair of the Aboriginal
and Torres Strait Islander Advisory Group

Reconciliation Australia CEO Message

Reconciliation Australia commends Queensland Performing Arts Centre on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Queensland Performing Arts Centre 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, Queensland Performing Arts Centre 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. Queensland Performing Arts Centre is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention and transformed it into action.

Implementing an Innovate RAP signals Queensland Performing Arts Centre'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 Queensland Performing Arts Centre on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

As a leading performing arts centre, our vision for reconciliation is to enable the wider community to have a deeper recognition of and respect for the unique contributions Aboriginal and Torres Strait Islander peoples, cultures, knowledge, and traditions make to our nation. We will use our role as a major cultural institution to elevate, celebrate, and embed respect for the cultural, social, and intellectual contributions of Aboriginal and Torres Strait Islander peoples with our organisation and with our audiences and communities.

QPAC will aim to achieve our vision for reconciliation based on the following factors:

- Seeking innovative ways to build on our efforts to date to enable Aboriginal and Torres Strait Islander people, performance practitioners, and organisations to realise the benefits arising from all aspects of our business.
- Working with Aboriginal and Torres Strait Islander performers and organisations to design approaches which will enable them to realise the full benefits of generational arts and culture developments in Queensland such as QPAC's New Performing Arts Venue and 2032 Brisbane Olympic and Paralympic Games.
- Promoting recognition of Aboriginal and Torres Strait Islander arts and cultures to enable the healing of individuals, families, and communities and provide a place for engagement and reconciliation between First Nations and non-Indigenous peoples.
- Enabling the Queensland Government's truth-telling initiatives through authentic First Nations cultural expression that unearths historical truths, garnering power through accurate depiction and articulation of events and stories, and providing cultural learning opportunities for QPAC audiences through showcasing First Nations arts and culture.
- Developing and growing First Nations peoples' participation as audience members for arts experiences.
- Support Aboriginal and Torres Strait Islander objectives in the Queensland Government's *Creative Together 2020-2030: A 10 Year Roadmap for arts, culture and creativity in Queensland*.
- Support the Brisbane 2032 Olympic and Paralympic Games initiatives leading to the Cultural Olympiad.

Our Business

Located in South Bank's thriving cultural and educational precinct, the Queensland Performing Arts Centre (QPAC) is managed by the Queensland Performing Arts Trust (QPAT) constituted under the Queensland Performing Arts Trust Act 1977. As Queensland's state performing arts centre, QPAC's core mandate is to contribute to all Queenslanders' cultural, social and intellectual development. QPAT's contribution aims to respect, protect, and promote human rights in decision-making and actions.

Queensland is the only state or territory home to both of Australia's First Nations peoples. QPAC seeks to be a place where audiences can engage with the breadth of our cultural origins and forms of expression to embrace and celebrate Aboriginal and Torres Strait Islander cultures with vigour and authenticity.

QPAC's activities at a glance include:

- Create powerful experiences through art
- Engage a large and diverse audience on site and online
- Welcome all to a thriving and creative precinct
- Maintain a robust and sustainable financial and governance foundation
- Foster an inclusive and positive workplace culture
- Develop and sustain relationships with arts companies, communities, and supporters
- Offer innovative specialist solutions and expertise

Since opening in 1985, QPAC has welcomed more than 30 million visitors to performances, free events, workshops and outdoor performances. More than 33,500 performances have occurred in one of the QPAC's four venues, many featuring some of the world's most significant artists and major presentations. A fifth venue for QPAC is currently under construction, set for completion in 2025. It will seat 1,500 people and make QPAC the largest performing arts centre under one roof in Australia.

QPAC currently employs 18 employees (2.28% of QPAC's 789 employees) who identify as Aboriginal and/or Torres Strait Islander people. This represents a 20% increase in the Aboriginal and Torres Strait Islander workforce at QPAC since October 2023. This comes on the back of the completion of our Reflect Reconciliation Action Plan and the creation of a new role within QPAC – Director, First Nations Strategy that has helped enhance our First Nations focus within the QPAC Executive Team. Due to the nature of QPAC's work, we are comprised of predominantly casual employees (72.6% of workforce). As such we have set a deliverable of 3% of total hours worked (as opposed to 3% of total employees being Aboriginal and Torres Strait Islander), to be completed by Aboriginal and Torres Strait Islander employees. During our Innovate RAP, QPAC plans to undertake a comprehensive policy review to enhance our organisation's cultural capability and increase our capacity to attract and retain First Nations team members.



Vision

A thriving arts centre for everyone.



Strategic Priorities

- **First Nations Art:** Reconciliation led by First Nations knowledge.
- **Connect:** Audiences with art.
- **Cultivate:** An environment for thriving and sustainable arts.

Our Reconciliation Action Plan

QPAC's RAP forms the centrepiece of our commitment to prioritise reconciliation led by First Nations knowledge. As we continue our reconciliation journey with our second RAP, QPAC's Innovate RAP sets out the practical and achievable commitments to contribute towards a reconciled Australia. To ensure success, our Chief Executive will be our Reconciliation Action Plan Champion.

QPAC's inaugural Reflect RAP was developed and implemented in June 2022 and formalised our commitment to Aboriginal and Torres Strait Islander peoples through leadership and development in both business and programming. Led by the QPAC Aboriginal and Torres Strait Islander Advisory Group and a First Nations team across programming and strategy, QPAC was successful in implementing the actions identified throughout 2022-23.

QPAC engaged a majority Indigenous-owned and operated professional services firm to support the development of our Innovate RAP. Developed in consultation with the QPAC Reconciliation Executive Working Group, the QPAC Innovate RAP was endorsed by the QPAC Aboriginal and Torres Strait Islander Advisory Group and approved by the QPAT Board.



Highlights of Our Reconciliation Journey to Date

1. **Reflect RAP** – QPAC implemented all actions contained in our inaugural *Reflect* RAP and submitted our report to Reconciliation Australia.
2. **Cultural Awareness Training** – Board members and the executive team attended a full-day face-to-face session. Cultural Awareness Training has also been included in our employee induction processes, and all employees will be required to undertake annual refreshers throughout their time at QPAC.
3. **Aboriginal and Torres Strait Islander Engagement Strategy** – The Strategy was developed to guide QPAC employees on how they engage appropriately and effectively with First Nations artists, performing arts companies and other First Nations persons. It is a document that has been used by QPAC employees on a regular basis.
4. **Truth-telling and Treaty Readiness workshops** – The workshops, facilitated by the Advisory Group, and involving our Chief Executive and other executive team members, were well received. The aim of these workshops was for QPAC to be ‘treaty ready’ and better able to support and deliver against the Government’s Treaty agenda.
5. **Indigenous Cultural Intellectual Property (ICIP)** – QPAC engaged Aboriginal lawyer Stephanie Parkin from Parallax Legal to assist QPAC develop an Indigenous Cultural and Intellectual Property (ICIP) policy and related documents. Stephanie led workshops to significantly up-skill employees in this area. We now ensure ICIP is considered across all relevant work and contracts, including Artist Engagement Agreements, Employment Agreements and Services Agreements.
6. **First Nations Purchasing Policy** – QPAC became a member of Supply Nation and developed our First Nations Purchasing Policy, which goes beyond the requirement of the Queensland Indigenous Purchasing Policy and aims to ensure that First Nations businesses are appropriately represented in our supply chain. We also worked with other bodies in the Cultural Precinct to deliver a Black Coffee Event, aimed at showcasing the goods and services of relevant First Nations businesses, building relationships between those businesses and precinct bodies, and ensuring they are aware of precinct procurement opportunities and processes.
7. **First Nations Calendar of Events** – QPAC has celebrated a number of First Nations events, including an Elders Morning Tea where we have been building our relationships with communities. The Chief Executive and some First Nations employees attended the Laura Quinkan Indigenous Dance Festival, which provided invaluable programming learnings and relationship building opportunities, and the Cairns Indigenous Art Fair, during which several key visual art acquisitions were made for the QPAC collection.
8. **Advisory Group Membership** – When seeking additional members for the Advisory Group, we considered graduates from the Queensland Government’s First Nations Leadership Program to ensure we could provide a pathway for young people to gain experience at that level. Our first new appointee, Cairns-based Ms Tyá Dynevor, has begun attending meetings and is settling into her new role.
9. **First Nations Programming** – The First Nations Programming team continues to deliver culturally significant, inspirational, and creative First Nations events and programs. The Team delivered a successful *Clancestry* Festival in November 2023 and again in July/August 2024.

Case Studies

Clancestry

One of the largest commitments QPAC has made to First Nations programming is the *Clancestry* Festival. From its inaugural festival in 2013, *Clancestry* brings hundreds of First Nations dancers, musicians, theatre makers and artists of all forms to QPAC for a completely First Nations festival. *Clancestry* consists of visual art installations, in theatre works, works in development, artists development programs, free public programs, digital programs, arts sector gatherings and more.

The success of *Clancestry* in 2023, marking a decade since its inauguration, has firmly established the festival as a cornerstone of First Nations programming. It is a celebration for

community, engaging with artists and cultural groups from across Queensland and beyond and reflecting Queensland's unique identity and diversity. It allows us to share our stories and to celebrate the significance of place and where we live.

QPAC's ambitions for *Clancestry* is for the festival to evolve and grow in coming years such that it can form an essential part of the 2032 Brisbane Cultural Olympiad. We are taking bold steps to broaden the festival's reach to ensure communities throughout Queensland, including those regional and remote areas, are represented and welcomed, ensuring that no story is left untold and unheard.

Sparks

SPARKS is a program to support and nurture the next generation of First Nations writers in Queensland, addressing skills gaps while providing a creative and culturally appropriate platform.

SPARKS aims to challenge the perceptions of First Nations people and communities through theatre, while acknowledging the diversity of voices and experiences within our own community. The program works to bring together sector and industry to share in the process, undertake learnings and create opportunity for the further development of the work and the writer.

Established as a partnership between QPAC and Playlab Theatre, the creation and delivery of the *SPARKS* program is First Nations led with decisions made and empowered by the First Nations Creative Ensemble.

The program is also underpinned by the *SPARKS* Cultural Responsibilities Framework which ensures First Nations cultural processes, practices, and business lie at the heart of the program and are critical to its ongoing delivery.

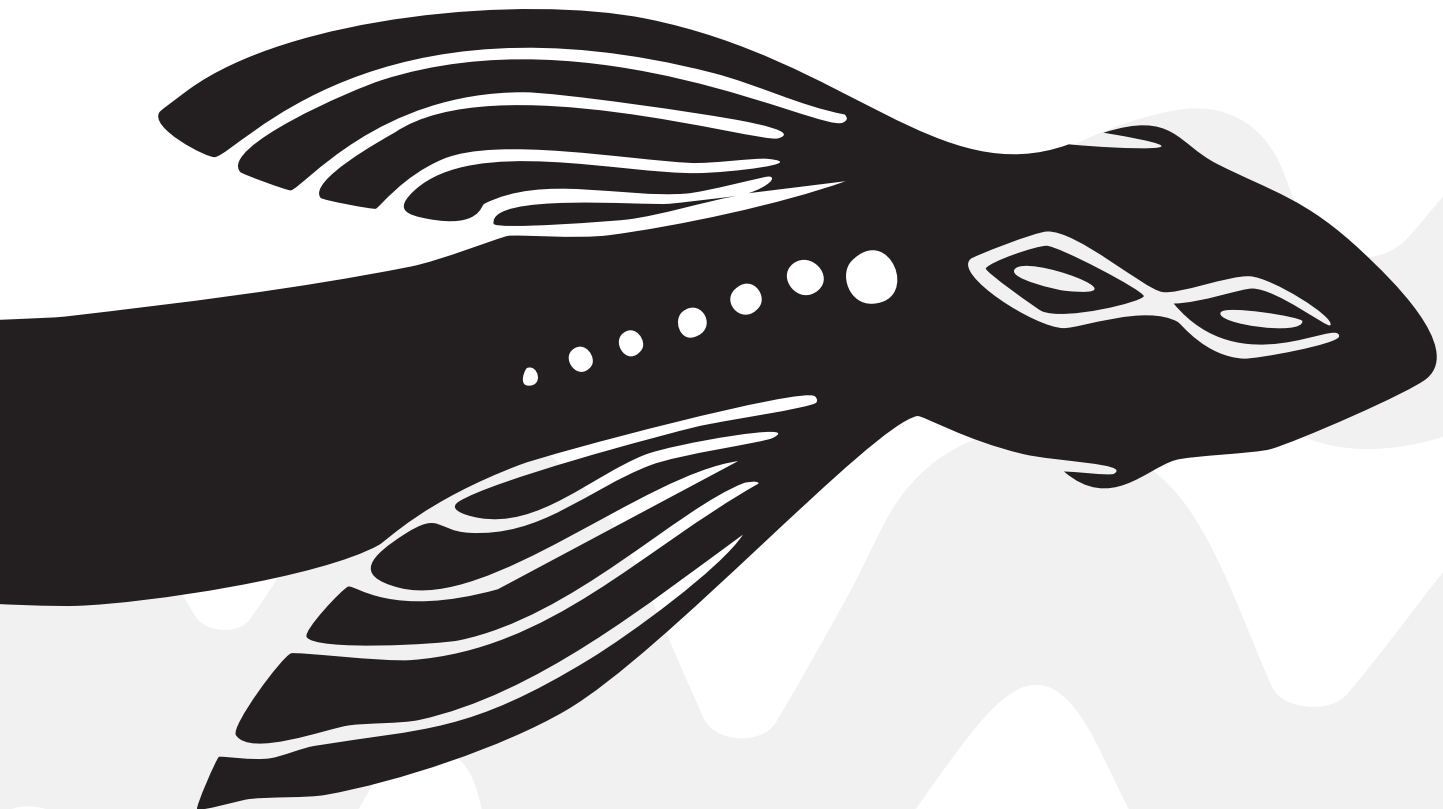
The framework has been developed by our Elder in Residence in collaboration with Traditional Owners of Brisbane with a specific focus on responsibilities around understanding:

- Cultural responsibilities as a playwright
- Cultural obligations to community and self
- Belonging to Country, Land/Camp Law

The framework also ensures that First Nations cultural and intellectual property rights are acknowledged and implemented to support all elements of the program for participants, facilitators and artists.

All participants are required to:

- undertake Cultural Induction to the framework
- participate in compulsory sessions with Elder in Residence and Traditional Owners
- participate in Family History workshops provided by State Library of Queensland Family History unit
- adhere to all responsibilities outlined in the framework



BlakBeats

BlakBeats brings together a collection of First Nations musicians from musically diverse backgrounds to create and develop new works. The group works with a mentor to develop tracks for delivery through the release of an EP. In 2019, *BlakBeats* was part of the *Seedlings* program bringing together artists to seed new ideas and challenge forms of expression. It ran as a weeklong creative development and studio recording sessions with performances both at *Green Jam* on the Melbourne Street Green and the Quandamooka Festival and was tailored for established artists providing them a step up in the industry.

In 2022, QPAC supported Brisbane's newest Aboriginal run recording studio, ATLAS, to develop and coach three new artists. This development aimed to dive deeper into the music making

process, working over a period of three months ATLAS worked closely with the lead artists to write and record a new song each which the artists released on streaming platforms. The 2022 cohort of *BlakBeats* participants performed their showcase as part of the sold-out event *Biggest Mobs* of 2022.

In 2024, *BlakBeats* will take place over a six to eight month period. Aimed at providing artists with the flexibility to develop their creative practice while diving deep into music production. ATLAS studio will lead three songwriters through the process of writing, recording, and releasing music as well as developing live performance skills. The program will culminate in the release of a collaborative EP and launch party to celebrate the work and talents of the participants.

Key learnings to date

As part of our reconciliation journey, the key learnings for QPAC have included:

- Engaging with the workforce at all levels across QPAC's portfolios to communicate the purpose of reconciliation
- Increasing First Nations employment and retention across QPAC's portfolios by creating culturally safe and inclusive environment
- Ability to effectively utilise existing reconciliation governance mechanism within QPAC to deliver the best outcomes for First Nations peoples
- Ensuring the equitable distribution of responsibilities of RAP commitments across the QPAC Reconciliation Executive Working Group

Overview of Our Reconciliation Governance

Executive RAP Working Group

The Chief Executive champions the QPAC RAP and our Executive Team form the QPAC Executive RAP Working Group (Executive RWG), which represents the directors of all QPAC's portfolios (Office of the Chief Executive, Visitor Experience, Philanthropy and Partnerships, Marketing and Ticketing, Venue Infrastructure and Production Services, Curatorial, Business Performance, People and Culture, Finance and Business, Legal and First Nations Strategy). The

Executive RWG is responsible for embedding and overseeing the implementation of the Innovate RAP commitments across QPAC portfolios and reporting on the RAP progress to the QPAC Aboriginal and Torres Strait Islander Advisory Group. The Executive Working Group maintains two permanent First Nations team members in the Director, First Nations Strategy and the Head of First Nations Programming.

QPAC Aboriginal and Torres Strait Islander Advisory Group

Established in 2021, the QPAC Aboriginal and Torres Strait Islander Advisory Group (the Advisory Group) was formed to advise the QPAC Board on the actions necessary to realise QPAC's commitment to recognising the unique place that Aboriginal and Torres Strait Islander peoples and cultures hold in Australian culture, and to working towards making this vision real across all aspects of the organisation's operations. The Advisory Group was established by, and is directly responsible to, the QPAC Board. It has no executive powers unless delegated to it by the QPAC Board.

The duties and responsibilities of the Advisory Group include:

- Leading reconciliation activities
- Supporting Aboriginal and Torres Strait Islander objectives in Creative Together 2020-2030: A 10 Year Roadmap for arts, culture and creativity in Queensland
- Supporting the QPAC Strategic Plan First Nations objective to prioritise reconciliation led by First Nations knowledge and expertise
- Advising on a Framework for action to achieve QPAC's strategic goal for Aboriginal and Torres Strait Islander cultural presence
- Reporting to the QPAC Board

The QPAC Board appoints the Advisory Group members and consists of up to two QPAC Board members independent of QPAC management and up to five members external to the QPAC Board. The majority of the Advisory Group members are Aboriginal and/or Torres Strait Islander people. The current Advisory Group membership includes:

- Georgina Richters (Chair) - Luritja woman, QPAC Trustee and Chair of the Aboriginal and Torres Strait Islander Advisory Group
- Leigh Tabrett PSM - QPAC Trustee and Deputy-Chairperson
- Murray Saylor – Samsep man and QPAC Trustee
- Ivan Ingram - Wiradjuri and Filipino man with experience in governance of and within the Arts and Cultural sector.
- Carla McGrath - Torres Strait Islander woman with experience in governance of and within the Arts and Cultural sector.
- Tyá Dynevor - Aboriginal and Torres Strait Islander woman with experience in governance of and within the Arts and Cultural sector.

Executive RAP Working Group

Following review of QPAC's Reflect RAP it was acknowledged we needed an additional level of RAP governance to engage with our workforce at all levels across the organisation's portfolios. The Cross-Functional RAP Working Group (Cross Functional RWG) will assist with the implementation of RAP initiatives supported by the Executive RAP Working Group. Members must have an interest in supporting and advancing QPAC's vision for reconciliation.







Relationships

QPAC is committed to reframing our relationship with First Nations peoples through inclusive and positive engagement. We intend to improve QPAC's knowledge and understanding of the diverse cultural dynamics that exist within Aboriginal and Torres Strait Islander communities to create meaningful and reciprocal partnerships with Aboriginal and Torres Strait Islander peoples, performance practitioners and organisations.



Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. 	May 2026	Chief Executive Director, First Nations Strategy
	<ul style="list-style-type: none"> Review, update and implement the QPAC Aboriginal and Torres Strait Islander Engagement Strategy to work with Aboriginal and Torres Strait Islander peoples, performance practitioners and organisations. 	May 2026	Director, First Nations Strategy
	<ul style="list-style-type: none"> Establish and maintain quarterly community lunches for the Brisbane Elders Theatre Group to increase opportunities for First Nations peoples to participate in arts experiences at QPAC. Including providing complimentary show tickets. 	May, August, November and February 2025 & 2026	Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Establish relationships with two Independent First Nations schools within the Greater Brisbane Area to provide opportunities for their Aboriginal and Torres Strait Islander students to participate in arts events during the year. 	August 2025 & 2026	Executive Director, Curatorial
	<ul style="list-style-type: none"> Establish and maintain at least two formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. 	June 2025 & 2026	Chief Executive Executive Director, Curatorial
	<ul style="list-style-type: none"> Publicly report QPAC's positive engagement with Aboriginal and Torres Strait Islander communities through our media channels and broader performing arts outlets (e.g. <i>Stage Whispers</i>). 	May 2025 & 2026	Executive Director, Marketing and Ticketing
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Increase awareness and participation in National Reconciliation Week by circulating Reconciliation Australia's NRW resources and reconciliation materials to the entire QPAC workforce, and where possible customers, including (but not limited to): posters, screen savers and other related materials. 	May 2025 & 2026	Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Executive RWG members to participate in an external NRW event. 	27 May - 3 June 2025 & 2026	Executive Director, Curatorial
	<ul style="list-style-type: none"> Encourage and support QPAC employees and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2025 & 2026	Executive Director, Marketing and Ticketing
	<ul style="list-style-type: none"> QPAC will organise at least one internal NRW event each year. 	27 May - 3 June 2025 & 2026	Executive Director, Curatorial
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2025 & 2026	Director, First Nations Strategy
	<ul style="list-style-type: none"> Develop and distribute email signatures for QPAC employees to recognise and celebrate NRW. 	May 2025 & 2026	Executive Director, Marketing and Ticketing

Relationships			
Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement an Employee Reconciliation Engagement Strategy to raise awareness of importance of reconciliation and drive reconciliation outcomes across our work-force. 	March 2025	Executive Director, People and Culture Director, First Nations Strategy
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly by promoting our First Nations events at QPAC through our dedicated landing page on QPAC's website and social media accounts. 	June 2025 & 2026	Executive Director, Marketing and Ticketing
	<ul style="list-style-type: none"> Explore opportunities to influence our external stakeholders to drive reconciliation outcomes positively. 	June 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Stating our commitment to reconciliation in key stakeholder meetings. 	June 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Reiterating the importance of participating in First Nations events such as NRW and NAIDOC week into relevant QPAC contracts. 	June 2025 & 2026	General Counsel
	<ul style="list-style-type: none"> Inviting on site contractors to participate in QPAC lead First Nations events (e.g. Closing the Gap day education stand in the Green Room). 	June 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Collaborate with RAP organisations and like-minded organisations to develop innovative approaches to reconciliation. 	August 2025 & 2026	Executive Director, Partnerships and Philanthropy
	<ul style="list-style-type: none"> Conduct a review of key business partners and stakeholders to identify RAP and/or like-minded organisations and explore opportunities to collaborate. 	August 2025 & 2026	Executive Director, Partnerships and Philanthropy
	<ul style="list-style-type: none"> Embed terms in our partnership contracts as often, as able and where appropriate to help foster reconciliation across our community through the commercial sector. 	August 2025 & 2026	Executive Director, Partnerships and Philanthropy
	<ul style="list-style-type: none"> Undertake regular engagement with Queensland's Cultural Centre entities (Queensland Museum, SLQ, QAG and QGOMA) to advance reconciliation through arts and culture. 	June 2025 & 2026	Chief Executive Director, First Nations Strategy
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Review QPAC's People and Culture policies and procedures to identify existing anti-discrimination provisions and future needs. 	June 2025	Executive Director, People and Culture
	<ul style="list-style-type: none"> Develop, implement and communicate anti-discrimination policies across the organisation 	June 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Engage with Aboriginal and/or Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors to consult on anti-discrimination requirements. 	May 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism towards Aboriginal and Torres Strait Islander people. 	June 2025 & 2026	Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Conduct a review of First Nations audience participation at QPAC to identify barriers to participation and identify opportunities to increase First Nations people and youth audience numbers. 	December 2025	Executive Director, Marketing and Ticketing
	<ul style="list-style-type: none"> Publicly report on First Nations peoples in audiences annually as part of QPAC's Annual Report. 	March 2025 & 2026	Executive Director, Marketing and Ticketing
	<ul style="list-style-type: none"> Survey and report positive audience experiences and feedback post Aboriginal and Torres Strait Islander performances. 	December 2025	Executive Director, Marketing and Ticketing



Respect

QPAC is committed to promoting, respecting, celebrating and showcasing the significant role Aboriginal and Torres Strait Islander peoples have contributed and continue to contribute to Australia's historical, creative, and cultural landscapes. We intend to create a culturally safe and inclusive environment through deepening our understanding and respect of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.



Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Building upon the Cultural Awareness Training currently being delivered, seek opportunities for QPAC to actively engage with and celebrate dates of significance for Aboriginal and Torres Strait Islander peoples 	August 2025 & 2026	Executive Director, People and Culture Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	February 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Develop a method of recording QPAC staff engagements in dates of significance for Aboriginal and Torres Strait Islander Peoples. 	August 2025 & 2026	Executive Director, People and Culture Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Develop and roll out Reconciliation questions as part of our all-employee survey and subsequent pulse surveys 	August 2025 & 2026	Executive Director, People and Culture Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Develop and implement a First Nations Cultural Capability Framework to increase cultural safety at QPAC. 	September 2025	Executive Director, People and Culture Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Engage with external First Nations consultants to continue to deliver Cultural Immersion Training to QPAC Executive and QPAT board members. QPAC Executives to undertake Cultural Immersion Training two days training per year. 	June 2025 & 2026	Executive Director, Partnership and Philanthropy
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and youth to inform our cultural learning strategy. 	April 2025	Executive Director, People and Culture
	<ul style="list-style-type: none"> Develop, implement, and communicate a First Nations Cultural Learning Strategy document for our workforce. 	June 2025	Executive Director, People and Culture
	<ul style="list-style-type: none"> Commit all Executive RWG members, senior leaders and all new employees to undertake formal and structured cultural learning. 	December 2024 & 2025	Chief Executive
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Investigate opportunity for QPAC staff, including during the onboarding process, to participate in a First Nations led cultural tour of the Brisbane cultural precinct. 	December 2025	Executive Director, Venue Infrastructure and Production Services
	<ul style="list-style-type: none"> Increase our workforce understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	March 2025 & 2026	Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Implement and communicate the QPAC Aboriginal and Torres Strait Islander Engagement Strategy, including Welcome to Country and Acknowledgement of Country protocols. 	December 2024 & 2025	Director, First Nations Strategy
	<ul style="list-style-type: none"> Invite local Traditional Owners or Custodians to provide a Welcome to Country or undertake other appropriate cultural protocols at various events throughout each year. 	December 2024 & 2025	Executive Director, Curatorial
	<ul style="list-style-type: none"> Display Acknowledgment of Country plaques in seven locations across the QPAC facilities including the foyer. 	December 2024 & 2025	Executive Director, Venue Infrastructure and Production Services
	<ul style="list-style-type: none"> Include information relating to Aboriginal and Torres Strait Islander protocols, history and/or people in pre-attendance and newsletter communications. 	December 2024 & 2025	Executive Director, Marketing and Ticketing

Respect			
Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week ¹ .	<ul style="list-style-type: none"> Executive RWG will participate in an external NAIDOC Week event. 	First week in July 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Review People and Culture policies and procedures to remove barriers to employees participating in NAIDOC Week. 	December 2024	Executive Director, People and Culture
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to our workforce. 	First week in July 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Commit to continuing sponsorship of National NAIDOC awards at Bronze level. 	First week in July 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> QPAC will organise at least one internal NAIDOC Week event each year. 	First week in July 2025 & 2026	Chief Executive
8. Recognise and promote Queensland's Aboriginal and Torres Strait Islander cultures throughout QPAC facilities.	<ul style="list-style-type: none"> In consultation with local Traditional Owners, investigate opportunities for installing culturally significant way-finding markers at QPAC. 	August 2026	Executive Director, Venue Infrastructure and Production Services
	<ul style="list-style-type: none"> In consultation with local Traditional Owners, investigate opportunities to utilise the names of important and historic Aboriginal and Torres Strait Islander people in room naming across QPAC facilities. 	June 2026	Executive Director, Venue Infrastructure and Production Services

¹NAIDOC stands for National Aboriginal and Islanders Day Observance Committee. Its origins can be traced to the emergence of Aboriginal groups in the 1920's which sought to increase awareness in the wider community of the status and treatment of Aboriginal and Torres Strait Islander Australians. See, <https://www.naidoc.org.au/about/history>



Opportunities

QPAC is committed to ensuring Aboriginal and Torres Strait Islander peoples readily enjoy the cultural, social and intellectual development opportunities available through QPAC. We intend to create an enabling environment through our policies and programming to improve Aboriginal and Torres Strait Islander employment, procurement and cultural outcomes and contributing to reconciliation.



Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities across QPAC's portfolios. 	June 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Publicly report on Aboriginal and Torres Strait Islander workforce as part of QPAC's Annual Report to ensure ongoing reporting and transparency. 	September 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Consult with our Aboriginal and Torres Strait Islander employees and the QPAC Aboriginal and Torres Strait Islander Advisory Group to inform the development and implementation of the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	March 2025 & 2026	Executive Director, Visitor Experience
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	October 2025	Executive Director, People and Culture
	<ul style="list-style-type: none"> Explore opportunities to conduct employment outreach opportunities at significant Aboriginal and Torres Strait Islander community events within the Greater Brisbane Area. 	July 2025 & 2026	Executive Director, Business Performance
	<ul style="list-style-type: none"> Advertise job vacancies so as to reach Aboriginal and Torres Strait Islander peoples, networks, and stakeholders effectively (e.g. <i>Koori Mail</i>, <i>National Indigenous Times</i>). 	March 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Review People and Culture and recruitment procedures and policies, in consultation with First Nations team members, to record and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	August 2025 & 2026	Executive Director, People and Culture
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander employment at QPAC: <ul style="list-style-type: none"> Employ a minimum of four full time Aboriginal and Torres Strait Islander people each year on a full-time basis. Commit to 3% of workforce (based on hours employed) to be Aboriginal and Torres Strait Islander people per annum. 	June 2025 & 2026	Executive Director, Business Performance
	<ul style="list-style-type: none"> Develop and implement formal opportunities for Aboriginal and Torres Strait Islander work experience, secondments and traineeships across QPAC's portfolios. 	September 2025 & 2026	Executive Director, Venue Infrastructure and Production Services
	<ul style="list-style-type: none"> Provide the Minister with recommendations for suitably qualified First Nations candidates for membership on its Trust. 	June 2025 & 2026	Chairman of the Board
	<ul style="list-style-type: none"> Include Aboriginal and Torres Strait Islander perspectives in recruitment practices including (but not limited to) Selections Panels and candidate discussions. 	June 2025 & 2026	Executive Director, Business Performance

Opportunities			
Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review, update and implement the QPAC Indigenous Purchasing Policy aligned to the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP). 	October 2024 & 2025	Executive Director, Business Performance
	<ul style="list-style-type: none"> Achieve year-on-year increases on Aboriginal and Torres Strait Islander procurement (1% in 2024, 2% in 2025 and 3% in 2026), not including artist fees. 	June 2025 & 2026	Executive Director, Business Performance
	<ul style="list-style-type: none"> Review and maintain Supply Nation membership 	December 2024 & 2025	Executive Director, Business Performance
	<ul style="list-style-type: none"> Sponsor at least two team members to attend the Supply Nation Connect conference annually. 	August 24 & 25 2025 & 2026	Executive Director, Business Performance
	<ul style="list-style-type: none"> Provide annual Supply Nation training for purchasing managers 	July 2025 & 2026	Executive Director, Business Performance
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees. 	December 2024 & 2025	Executive Director, Business Performance
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	December 2024 & 2025	Executive Director, Business Performance
	<ul style="list-style-type: none"> Extend the QPAC Indigenous Purchasing Policy to ensure commercial relationships with at least 20 Aboriginal and Torres Strait Islander businesses per annum. 	December 2024 & 2025	Executive Director, Business Performance
	<ul style="list-style-type: none"> Implement and conduct an annual review of the Indigenous Cultural Intellectual Property (ICIP) policy when engaging with Aboriginal and Torres Strait Islander stakeholders and organisations in compliance with the Aboriginal and Torres Strait Islander Engagement Strategy. 	March 2025 & 2026	Executive Director, Business Performance
11. Showcasing and celebrating Queensland's two distinct cultures through world class First Nations programming	<ul style="list-style-type: none"> Host a black coffee event annually to showcase local First Nations businesses and introduce them to procurement managers. 	August 2025 & 2026	Executive Director, Partnerships and Philanthropy
	<ul style="list-style-type: none"> Showcase world-class First Nations programming through the annual <i>Clancestry</i> Festival, two new work developments per year, and one main stage presentation per year. 	December 2024 & 2025	Executive Director, Curatorial
	<ul style="list-style-type: none"> Seek financial support for First Nations programming, as appropriate and needed by QPAC, through corporate partnerships, individual giving, and trusts and foundations with the aim of providing increased opportunities for First Nations storytelling to be shared through live performance. 	June 2025 & 2026	Executive Director, Philanthropy and Partnerships
	<ul style="list-style-type: none"> Report on First Nations programming support annually 	December 2024 & 2025	Executive Director, Philanthropy and Partnerships
	<ul style="list-style-type: none"> Support the growth of the local First Nations arts sector through development and performance opportunities such as Sparks and Footprints. 	December 2024 & 2025	Executive Director, Curatorial
	<ul style="list-style-type: none"> Exploring opportunities for commissioning First Nations events, at least one per annum, advancing QPAC's contributions to truth-telling initiatives within Queensland. 	December 2024 & 2025	Executive Director, Curatorial



Governance

QPAC is committed to prioritising reconciliation led by First Nations knowledge. We intend to embed First Nations governance mechanisms and reconciliation commitments throughout our organisation.



Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive RAP's governance.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the Executive RWG and Cross Functional RWG. 	September 2024 & 2025	Chief Executive
	<ul style="list-style-type: none"> Establish a cross-functional RWG to assist with RAP governance. 	September 2024 & 2025	Director, First Nations Strategy
	<ul style="list-style-type: none"> Apply a Terms of Reference for the Executive RWG and Cross Functional RWG. 	September 2024 & 2025	Director, First Nations Strategy
	<ul style="list-style-type: none"> Executive RWG to meet at least four times yearly to drive and monitor RAP implementation. 	December, March, June, September 2024, 2025 & 2026	Chief Executive
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Engage our senior leaders from across QPAC portfolios in delivering RAP commitments. 	June 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Embed appropriate systems and capability to track, measure, and report on RAP commitments. 	June 2025 & 2026	Director, First Nations Strategy
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior leadership. 	June 2025 & 2026	Chief Executive
	<ul style="list-style-type: none"> Include our RAP as a standing agenda item at the QPAC Executive meeting. 	June 2025 & 2026	Chief Executive
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we get all the important RAP correspondence. 	June 2025, 2026	General Counsel
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August 2024, 2025 & 2026	General Counsel
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2024 & 2025	General Counsel
	<ul style="list-style-type: none"> Report RAP progress to the entire workforce and senior leaders on a quarterly basis. 	March, June, September, December 2025 & 2026	Director, First Nations Strategy
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges, and learnings annually. 	September 2024 & 2025	Executive Director, Marketing and Ticketing
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	December 2024	General Counsel
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	May 2025 & 2026	Director, First Nations Strategy
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2026	Director, First Nations Strategy



QPAC Board

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Peter Coaldrake AO

Deputy Chair

Leigh Tabrett PSM

Trust Members

Leanne Coddington, Julian Myers, Georgina Richters, Susan Rix AM, Murray Saylor

Executive Staff

Chief Executive: John Kotzas AM

Executive Director – Visitor Experience: Jackie Branch

Executive Director – Philanthropy and Partnerships: Zoë Connolly

Executive Director – People and Culture: Gemma Davidson

Executive Director – Marketing and Ticketing: Roxanne Hopkins

Executive Director – Venue Infrastructure and Production Services: Bill Jessop

Executive Director – Curatorial: Jono Perry

Executive Director – Business Performance: Kieron Roost

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The Honourable Leeanne Enoch MP: Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts

Director-General, Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts: Ms Clare O'Connor

Contact us

We welcome enquiries and feedback on our Innovate Reconciliation Action Plan commitments and are happy to discuss any aspect of our reconciliation commitments with interested persons, please email our *Director, First Nations Strategy* at

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