

Queensland Performing Arts Centre

Reflect Reconciliation Action Plan

June 2022 – June 2023





Acknowledgement of Country

Queensland Performing Arts Centre (QPAC) acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples as the first peoples of Australia. QPAC acknowledges the ancestors of this land, their spirits and their legacy. QPAC recognises the significant role First Nations peoples have contributed and continue to contribute to Queensland’s historical, creative and cultural landscapes.

Our Reflect Reconciliation Action Plan (RAP) seeks to work towards furthering a deeper connection with First Nations peoples of Queensland through leadership and development, in both our business and programming.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander peoples, QPAC Aboriginal and Torres Strait Islander Advisory Group and QPAC staff who provided their time, knowledge and perspectives throughout the development of our Reflect RAP.



Artist Acknowledgement



Jennifer Kent
Quandamooka | Jinibara | Darumbal

Jennifer has resided in Ipswich for over a decade and has lived in Mt Isa, Cloncurry, Townsville, Mackay and Beenleigh. Jennifer identifies her First Nations ancestry with Quandamooka, Jinibara and Darumbal and has kinship with the Waluwarra of North West Queensland.

Jennifer acquired a love for painting when she attended boarding school at Shalom Christian College in Townsville during the 1990s but did not start professionally until 2017. With a background in Education Jennifer enjoys sharing First Nations cultural art styles to students of all ages. Jennifer has a unique story telling attribute that allows her to engage and relate to audiences from all over the world.

From Red Hues to Ocean Blues

Our lands are not all the same, some are arid, some have more rain. They change about with different hues, from earthy reds to ocean blues.	To climbing up the rocky range, the rural greens begin to change. The emerald peaks and olive scrubs, Become lofty trees and verdant shrubs.
From scarlet red dusty flares, amber sunshine pelting glares. To silver gum trees sagging weeps, by pinkish sands in empty creeks.	The pass along the mountain views, bring salty breeze and ocean hues. With cooler days and aqua waves, leafy palms and sandy bays.
To yellow long grassy fields, khaki dry mud crackle peels. With flat horizon golden plains, Lonely trees, abundant grains.	Our old people moved across these lands, foot to foot and hand to hand, Making friends along the way, and thanking The Good Lord for each new day.

Terminology

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

We are pleased to present the inaugural Queensland Performing Arts Centre (QPAC) Reflect Reconciliation Action Plan (RAP), a significant milestone in a reconciliation journey that began with the six-day *Clancestry, A Celebration of Country* festival in 2013. Since then, QPAC has played an integral role in elevating and acknowledging the importance of First Nations arts and culture across Queensland and the country.

QPAC continues to work towards furthering a deeper connection with Aboriginal and Torres Strait Islander peoples through leadership and development, in both our business and programming.

Recognising that we have a significant role to play in supporting and promoting Aboriginal and Torres Strait Islander arts and artists, QPAC has sought to formalise our commitment to Aboriginal and Torres Strait Islander peoples through our inaugural Reflect RAP and our organisational strategic plan.



Professor Peter Coaldrake AO



John Kotzas AM

Aligned to key objectives from the strategic plan, QPAC has made significant advances in embedding Aboriginal and Torres Strait Islander decision making within our organisation, including the appointment of an Elder-in-Residence, a First Nations board member, and the establishment of an Aboriginal and Torres Strait Islander Advisory Group.

With the support of the Aboriginal and Torres Strait Islander Advisory Group, QPAC has developed practical and achievable commitments in the QPAC Reflect RAP and set a vision for reconciliation to guide our organisation into the future.

We deeply appreciate and acknowledge the efforts of the QPAC Aboriginal and Torres Strait Islander Advisory Group, the executive team, and staff who have provided their time, knowledge, and perspectives throughout the development of the inaugural QPAC Reflect RAP.

Message from QPAC Board Member and Chair of the Aboriginal and Torres Strait Islander Advisory Group

As a Luritja woman, Queensland Performing Arts Trust board member and Chair of the QPAC Aboriginal and Torres Strait Islander Advisory Group I am proud to present the Queensland Performing Arts Centre Reflect Reconciliation Action Plan (RAP). Our RAP signals our continued public commitment to prioritising reconciliation, led by Aboriginal and Torres Strait Islander people’s knowledge and expertise.

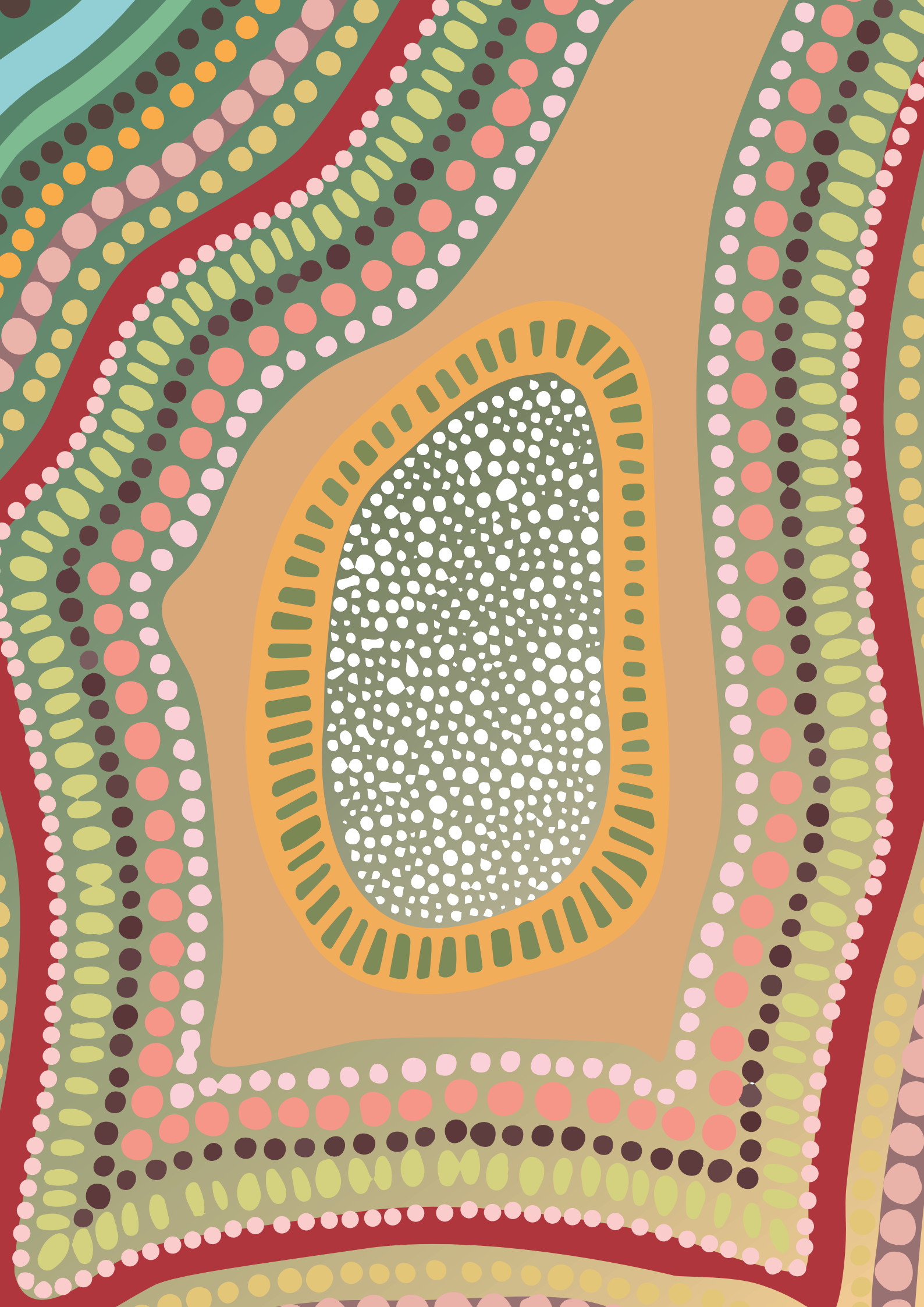
As a Queensland Government statutory body and the leading performing arts centre in Queensland, QPAC is committed to continuing our reconciliation journey, and to strengthening our relationship with Aboriginal and Torres Strait Islander peoples through our inaugural RAP.

QPAC plays an important role in implementing Queensland Government First Nations policies and programs, most importantly Queensland Government’s “Path to Treaty” which we have embedded in our RAP.

I would like to acknowledge the Aboriginal and Torres Strait Islander peoples, QPAC Aboriginal and Torres Strait Islander Advisory Group, the Board of Trustees, Executives, and staff for their contributions to the inaugural QPAC Reflect RAP.



Georgina Richters



Reconciliation Australia CEO Message

Reconciliation Australia welcomes Queensland Performing Arts Centre to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Queensland Performing Arts Centre joins a network of more than 1,100 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 will lay the foundations, priming 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 increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Queensland Performing Arts Centre 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 first 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, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

The Queensland Performing Arts Centre (QPAC) is a statutory body formed under the *Queensland Performing Arts Trust Act 1977 (the Act)*. The Act establishes and incorporates the Queensland Performing Arts Trust (QPAT) which manages QPAC.

As Queensland’s state performing arts centre, QPAC’s purpose is to contribute to the cultural, social and intellectual development of all Queenslanders. At QPAC’s core is the pursuit of excellence in live performance and cultural thinking to help sustain and grow our vibrant arts community.

QPAC’s functions are comprehensively set out in the Act, however QPAC’s key roles can be described as:

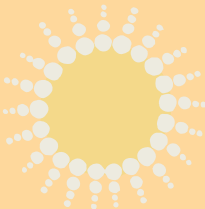
- 1. presenting artistic programs;
- 2. demonstrating leadership through arts learning; and
- 3. managing the performing arts centre.

QPAC provides a place where audiences and artists come together from across the state, nationally and globally to connect, learn, share stories and celebrate world class artistic performances.

Since opening in 1985, QPAC has welcomed more than 24 million visitors to the Centre, including its four theatres and other performance spaces. Each year QPAC hosts more than 1.3 million visitors for over 1,200 performances, and employs around 660 staff (around 480 casual staff) including 13 staff who identify as Aboriginal or Torres Strait Islander peoples.

Located within the Cultural Precinct of Brisbane’s South Bank, QPAC was listed on the Queensland Heritage Register in 2015 to protect the cultural centre and its iconic building. Our new theatre will be built by 2023 and its design recognises the cultural significance of the Brisbane River area of South Bank for Aboriginal and Torres Strait Islander peoples as an important place for meeting and for storytelling.

QPAC’s services and operations include presenting, producing, investing, and hiring the Centre’s theatres and spaces, as well as operating commercial food and beverage outlets, QTIX (ticketing services), marketing, production and venue hire.



Vision

A centre of inspiring arts for all Queenslanders.

Values

- People come first
- We are passionate hosts
- Fabulous is the new normal
- We lead boldly and bravely
- We thrive together not alone



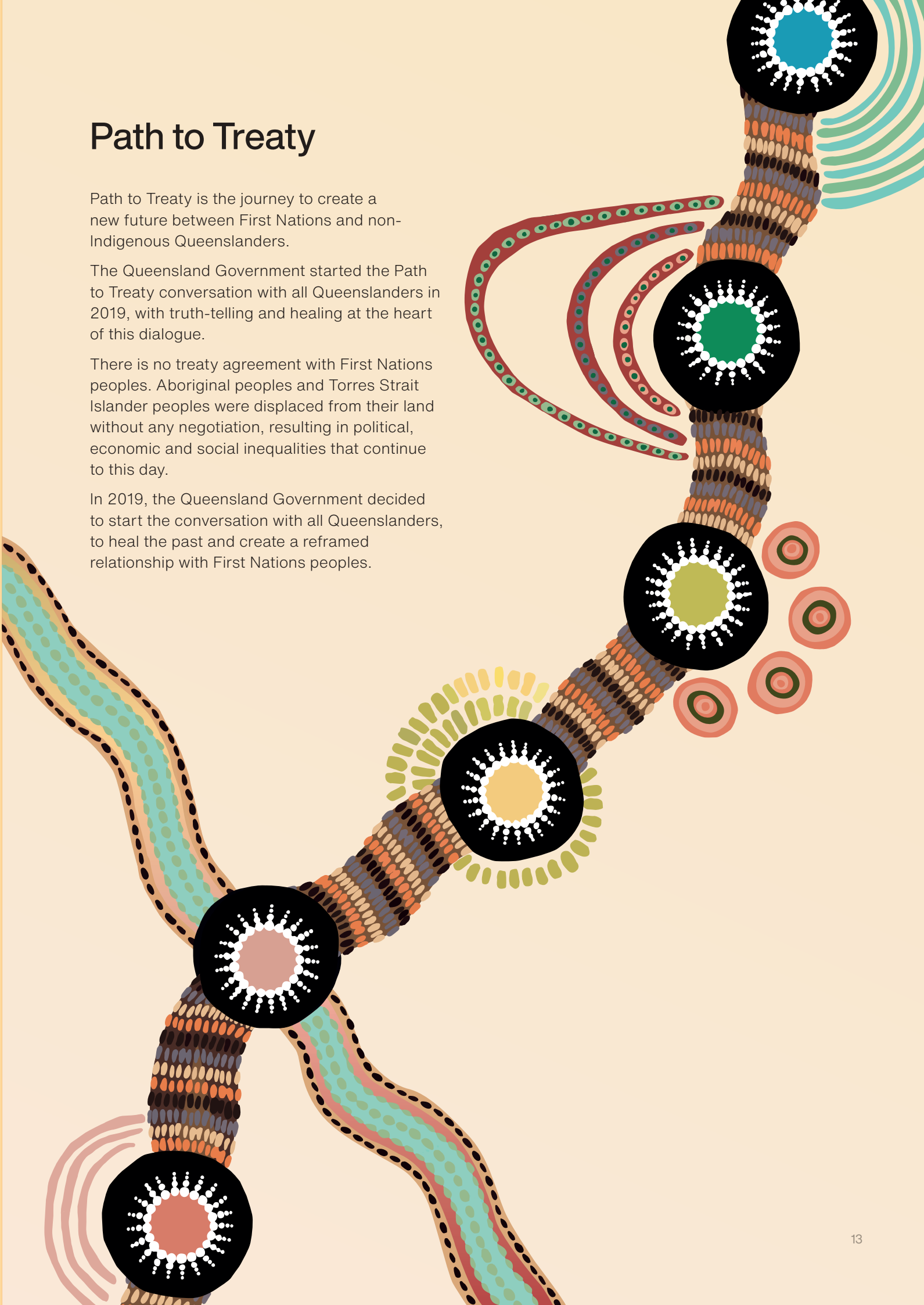
Path to Treaty

Path to Treaty is the journey to create a new future between First Nations and non-Indigenous Queenslanders.

The Queensland Government started the Path to Treaty conversation with all Queenslanders in 2019, with truth-telling and healing at the heart of this dialogue.

There is no treaty agreement with First Nations peoples. Aboriginal peoples and Torres Strait Islander peoples were displaced from their land without any negotiation, resulting in political, economic and social inequalities that continue to this day.

In 2019, the Queensland Government decided to start the conversation with all Queenslanders, to heal the past and create a reframed relationship with First Nations peoples.



Our Reconciliation Vision

QPAC is developing a RAP to ensure its contribution to a reconciled Australia.

Our vision for reconciliation is to elevate and promote respect for, and understanding of, the unique place that Aboriginal and Torres Strait Islander peoples and cultures hold in our society through the arts.

To achieve our vision for reconciliation we will:

- support empowerment, community connectedness and wellbeing among First Nations peoples through the arts
- foster strong relationships with First Nations communities which promote and contribute to cultural and language expressions
- create a culturally safe workplace and generate employment opportunities for First Nations peoples within the organisation
- profile the insights and expertise generated by the organisations Aboriginal and Torres Strait Islander employees
- support intergenerational cultural transmission through engaging young First Nations peoples in the arts
- support economic opportunities for First Nations artists of all generations and other First Nations peoples located in regional and remote communities across Queensland
- provide opportunities for First Nations peoples to re-establish interrupted connections to culture through the arts
- enable the Queensland Government's "Path to Treaty" through truth-telling, respect and authentic First Nations cultural expression
- provide cultural learning opportunities for QPAC audiences through showcasing First Nations arts and culture
- acknowledge and encourage First Nations peoples as a growing audience segment at arts and cultural venues.*

* Australia Council for the Arts, Living Culture: First Nations arts participation and wellbeing.
At: <https://australiacouncil.gov.au/advocacy-and-research/living-culture/> (accessed 8 September 2021)

Our reconciliation journey to date

In 2000, the Queensland Performing Arts Trust appointed the inaugural First Nations Board member, Sandra Phillips, who served from 2000 to 2002.

QPAC started a reconciliation journey in 2013 when we employed Guest Curator, Rhoda Roberts, to deliver the inaugural six-day Clancestry, A Celebration of Country festival. Clancestry celebrated the arts and cultural practices of the world’s First Nations peoples with a particular focus on Aboriginal and Torres Strait Islander peoples. QPAC, in partnership with Nguin Warrup Ltd, was awarded the 2013 Queensland Reconciliation Partnership award. In 2014 we employed six additional First Nations Curators to develop and deliver Clancestry to ensure local employment and curatorial expertise was embedded within the project.

In 2015, a First Nations Executive Producer was employed in our First Nations Team to develop the First Nations program, with the assistance of an Elder-in-Residence position. This process was followed with the employment of emerging First Nations Producers and Project Officers that began the positive increase in First Nations engagement across all aspects of QPAC’s operations.

Over the past five years QPAC has developed and broadened the Clancestry festival, and extended general programming with partnerships including (but not limited to):

- **Digi Youth Arts** (a not-for-profit organisation that shares the stories of Aboriginal and Torres Strait Islander young peoples) worked with QPAC to profile emerging artists, stage managers and support crew. They partnered on the delivery of QPAC’s free Green Jam live music program
- **Sparks** – Playlab Theatre partnership through which professional playwrights introduce emerging First Nations playwrights to the craft and support the development of entirely original script ideas. Sparks concludes with public readings of extracts from each developing new work, featuring professional actors and directors.

The importance of elevating Queensland’s First Nations arts and culture has been reflected in the Queensland Government’s 10-year vision for the arts, culture and creativity in Queensland through ‘Creative Together 2020- 2030’ and the QPAC Strategic Plan 2021-2025. Under QPAC’s revised strategic plan we have established a dedicated

First Nations strategic pillar that seeks to prioritise reconciliation, led by Aboriginal and Torres Strait Islander knowledge and expertise including (but not limited to):

- elevating First Nations arts and culture and promoting respect, participation and understanding
- embedding First Nations leadership and advice to guide QPAC’s initiatives; and
- creating opportunities for First Nations peoples to thrive in QPAC’s business and operations.
- Within the last 24 months, QPAC has made significant advances in embedding Aboriginal and Torres Strait Islander decision-making within our organisation, and elevating First Nations arts and culture including (but not limited to):
 - appointment of a First Nations Board Member
 - placement of a First Nations Elder-in-Residence
 - the establishment of an Aboriginal and Torres Strait Islander Advisory Group.

In 2019-2020, QPAC’s First Nations programming engaged and employed over 950 First Nations artists and creatives from Queensland and around Australia. As a Queensland Government statutory body and the leading performing arts centre in Queensland, QPAC is committed to continuing our reconciliation journey, and to strengthening our relationship with Aboriginal and Torres Strait Islander peoples through our inaugural RAP.

QPAC engaged PwC’s Indigenous Consulting (PIC), a majority Aboriginal-owned and operated professional services firm, to support the development of our inaugural RAP.

Supported by PIC and the QPAC Aboriginal and Torres Strait Islander Advisory Group, QPAC has developed practical and achievable commitments within our Reflect RAP and set a vision for reconciliation to guide our organisation into the future.

Recognising the importance of QPAC’s reconciliation journey, and the need for the entire organisation to connect with the vision and direction of our Reflect RAP, input was sought from a wide cross-section of staff as part of this development process.

As QPAC looks to the next 12 months and beyond, we believe we can contribute to advancing the five dimensions of reconciliation by:

Dimension	Our commitments to advance each dimension
Race Relations	We are committed to expanding our partnerships and collaborations with Aboriginal and Torres Strait Islander peoples. Our engagement will be based on truth, respect and authentic expression in order to share, understand and promote Aboriginal and Torres Strait Islander cultural expressions.
Equality and Equity	We are committed to advancing equality and equity in outcomes and opportunities for Aboriginal and Torres Strait Islander peoples across QPAC.
Unity	We are committed to elevating and promoting respect for and understanding of the unique place that Aboriginal and Torres Strait Islander peoples and cultures hold in our society through the arts.
Institutional Integrity	We respect the inherent rights of Aboriginal and Torres Strait Islander peoples to maintain, control, protect and develop their cultural expressions and this will be embedded in QPAC’s policies and programs.
Historical Acceptance	We are committed to increasing awareness of the historical inequalities experienced by Aboriginal and Torres Strait Islander peoples and institutional truths of our nation through the arts.



Reach

QPAC has a range of activities that reach across Queensland and interstate. QPAC has developed numerous partnerships with Aboriginal and Torres Strait Islander companies in the local South East Queensland (SEQ) area such as:

- **Digi Youth Arts:** not-for-profit arts organisation that shares the stories of Aboriginal and Torres Strait Islander young peoples. The partnership created an opportunity for QPAC to connect with emerging First Nations artists and attracted a more diverse audience to Green Jam sessions in 2020 -2021.
- **BlakSocial:** multi-arts company working across theatre and music. QPAC's Green Jam 2021-2022 is being programmed by Blak Social, which will feature a line-up of local legends including Uncle Joe Geia and Rochelle Pitt every Friday.
- **Inala Wangarra:** community-based organisation aimed at strengthening economic and social enterprise development opportunities.
- **QueenMode Collective:** a community organisation aimed at empowering and developing First Nations women and their allies.
- **IUIH:** the Institute for Urban Indigenous Health offering SEQ health and social services.
- **Link-Up Queensland:** reunification services to reunite and promote healing for Aboriginal and Torres Strait Islander families and communities. In partnership with Link-Up Queensland, QPAC produced an event to mark the 14th anniversary of Prime Minister Kevin Rudd's apology to Australia's First Nations peoples. The event was held in the Concert Hall foyer as an invited event as well as streamed live to broaden reach and accessibility.
- **Murri Menu:** Catering services, contemporary bush foods, presentations and much more. Servicing Brisbane and Gold Coast.
- **Blaklash Creative:** design consultancy specialising in First Nations art and design. QPAC engaged the services of Blaklash Creative to deliver a complementary program for Bangarra's season including: a poster exhibition documenting Bangarra's history; a curated live internal performance program of First Nations artists; and a virtual reality installation.
- **Gilimbaa:** creative agency
- **Aboriginal Centre for the Performing Arts:** performing arts training centre across stage and screen, music and dance.

QPAC has supported NAIDOC events across SEQ along with community festivals such as Booin Gari (a community festival based in Noosa) and Quandamooka Festival (on North Stradbroke Island) that serve to develop and profile the First Nations industry. QPAC has supported the development and production of many local and SEQ works such as mi:wi and CO_EX_EN by Karul Projects (2020) and Queen's City by Digi Youth Arts (2021/22).

QPAC supports sector and artist development with programs like SEEDLINGS (Blakbeats, Footprints and Sparks) which aim to develop music, dance and First Nations theatre artists across SEQ. Previous mentors for this program include Kaine Sultan-Babij (Adelaide), Nathan Maynard (Tasmania) and Dale Woodbridge-Brown (Dubbo). In 2020/21 Sparks also supported its first participant, playwright Merindi Schrieber from regional Cairns. Many Sparks plays from the past three years have moved into development and production within QPAC, and with companies such as Playlab Theatre and Moogahlin Performing Arts in an endeavour to create new opportunities for First Nations performing arts sector workers.

QPAC works to support artists and develop new work across the state including the Torres Strait with works in development; Straight From the Strait and Gubal Thaiymin, on stage works; My Urrwai by Ghenoa Gela, and the hosting of significant community events such as the Mabo Oration. Nationally, QPAC has also showcased works of excellence by Bangarra Dance Theatre, Mojo Juju and Matriarch by Sandy Greenwood.

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. This festival continues to be the cornerstone of the First Nations program moving forward.

Overview on how we will embed reconciliation governance

As a statutory body, QPAC's governance and decision-making is well established with mandated accountabilities to the Queensland public.

QPAC is governed by a Board of Trustees appointed by the Queensland Government and managed by an Executive Team responsible for the operations.

QPAC will seek to leverage our existing governance mechanisms to embed culturally-informed decision-making and effective integration of our Reflect RAP commitments across QPAC's business and operations.

In 2021, the QPAC Aboriginal and Torres Strait Islander Advisory Group (the Advisory Group) was formed. The Advisory Group reports directly to the QPAC Board and is guided by a Charter which sets out the purpose, roles and responsibilities of the group, as well as guiding principles underpinned by a human rights based framework in accordance with the United Nations Declaration on the Rights of Indigenous Peoples. Under this Charter, the Advisory Group has a key role to represent as champions, and provide advice on, QPAC's activities in reconciliation and inclusivity.

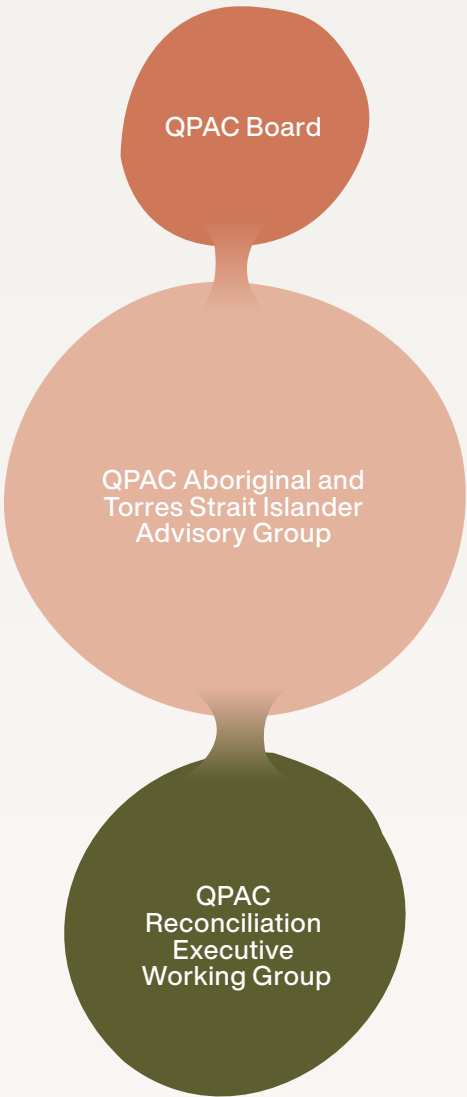
The Advisory Group members are appointed by the QPAC Board and consists of up to two QPAC Board members independent of QPAC management and up to five members external to the QPAC Board. The majority of Advisory Group members are Aboriginal and/or Torres Strait Islander peoples. The current Advisory Group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

- Georgina Richters (Chair) – Luritja woman and QPAC Board member
- Leigh Tabrett – QPAC Board member
- Aunty Colleen Wall - Dauwa woman from the Ka'bvai Nation and QPAC Elder-in-Residence
- Carla McGrath - Torres Strait Islander woman and with experience in governance of and within the Arts and Cultural sector
- Ivan Ingram - Wiradjuri and Filipino man with experience in governance of and within the Arts and Cultural sector
- Vacant – First Nations regional representative to be filled in the third quarter of 2022
- Vacant – First Nations youth representative to be filled in the third quarter of 2022

QPAC will establish a Reconciliation Executive Working Group that will be responsible to embed and oversee the implementation of the Reflect RAP commitments across QPAC and report on the progress to the Advisory Group. The Reconciliation Executive Working Group will be led by the Chief Executive as RAP champion and will include representation from each key business portfolio, such as:

- Curatorial portfolio
- Visitation portfolio
- Stakeholder Engagement Strategy portfolio
- Business Performance portfolio
- Venue Infrastructure and Production Services portfolio
- Office of the Chief Executive portfolio
- First Nations representative

The Advisory Group will engage external First Nations specialists where required to assist in delivering QPAC RAP actions. The progress on QPAC's reconciliation commitments will become a standing agenda item on the weekly QPAC executive meeting. The Reconciliation Executive Working Group will prepare bi-monthly progress reports to the Advisory Group who will report up to the QPAC Board.





Relationships

QPAC is committed to fostering new and existing relationships with Aboriginal and Torres Strait Islander peoples and artists. Our intention is to deepen our engagement across our operational footprint to create meaningful and reciprocal partnerships with Aboriginal and Torres Strait Islander peoples.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Develop a list of key Aboriginal and Torres Strait Islander stakeholders including staff, audiences, artists and arts organisations across Queensland and Australia	June 2022	Executive Director - Curatorial
	• Research best practice and principles that support partnerships with stakeholders including Aboriginal and Torres Strait Islander artists and arts organisations.	June 2022	General Counsel
	• Investigate formalising agreements with existing key Aboriginal and Torres Strait Islander artists and arts organisations.	June 2022	General Counsel
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Encourage QPAC staff and patrons to engage with reconciliation through promoting and celebrating NRW.	May - June 2022 and 2023	Executive Director - Business Performance
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to QPAC staff.	27 May - 3 June 2022 and 2023	Executive Director - Business Performance
	• Reconciliation Executive Working Group members to participate in an external NRW event.	27 May - 3 June 2022 and 2023	Director - Programming
	• Encourage and support QPAC staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022 and 2023	Director - Public Engagement
3. Promote reconciliation through QPAC's sphere of influence.	• Communicate our commitment to reconciliation to all staff.	31 May 2022 and 2023	Executive Director - Visitation
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	August 2022	Executive Director - Curatorial
4. Promote positive race relations through anti-discrimination strategies.	• Continue to research best practice and policies in areas of race relations and anti-discrimination.	August 2022	Director - Human Resources and Safety
	• Continue to review our HR policies and procedures to identify existing anti-discrimination provisions, and future workforce needs.	August 2022	Director - Human Resources and Safety



Respect

QPAC is committed to increasing awareness and promoting respect for the unique place that Aboriginal and Torres Strait Islander peoples and cultures holds in our society. Our intention is to create a culturally safe environment through deeper understanding of Aboriginal and Torres Strait Islander cultures and histories and embedding cultural protocols throughout QPAC.

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.	• Continue to engage external consultant/s under the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP) to deliver cultural immersion training for QPAC executives and QPAT board members.	July 2022	Director - Human Resources and Safety
	• Research best practice and principles that support partnerships with stakeholders including Aboriginal and Torres Strait Islander artists and arts organisations.	July 2022	Director - Human Resources and Safety
	• Engage an external consultant/s under the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP) to develop an online First Nations cultural awareness training package for employees.	July 2022	Director - Human Resources and Safety
	• Embed cultural competency training in the QPAC staff onboarding process for new employees.	June 2023	Director - Human Resources and Safety
	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2023	Executive Director - Curatorial
	• Conduct a review of cultural learning needs within our organisation.	June 2023	Executive Director - Curatorial
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners of the lands and waters where QPAC is located.	August 2022	Director – Public Engagement
	• Investigate the use of a recorded Welcome to Country message by the local Traditional Owners to be delivered at the start of each QPAC performance. This will be done in consultation with the local Traditional Owners.	February 2023	Director - Programming
	• Investigate displaying the Aboriginal and Torres Strait Islander flags and an Acknowledgement of Country Plaque in the QPAC Foyer.	February 2023	Executive Director – Venue Infrastructure and Production Services
	• Actively explore opportunities for QPAC to celebrate other culturally significant dates throughout the year.	June 2023	Executive Director - Visitation
	• Develop cultural protocol policies for all QPAC staff, executives and board members to increase their understanding and provide guidance on the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Director - Human Resources and Safety
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Investigate QPAC continuing to have a stall at the local NAIDOC Week event to promote our reconciliation commitments, improve staff cultural awareness and increase First Nations participation in the performing arts industry.	June 2022	Director - Public Engagement
	• Raise awareness and share information amongst QPAC staff and patrons about the meaning of NAIDOC Week.	First week in July 2022	Executive Director – Visitation
	• Introduce QPAC staff and patrons to NAIDOC Week by promoting external events in our local area.	First week in July 2022	Executive Director – Visitation
	• QPAC Reconciliation Executive Working Group will participate in an external NAIDOC Week event.	First week in July 2022	Executive Director - Curatorial



Opportunities

QPAC is committed to advancing equality and equity in outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. Our intention is to create an enabling environment through our policies and programming to improve Aboriginal and Torres Strait Islander employment, procurement and cultural outcomes.

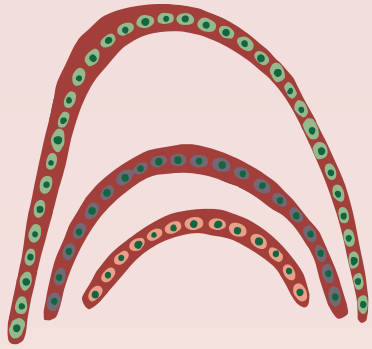
Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes within QPAC by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	Director - Human Resources and Safety
	• Develop culturally safe processes for new and existing QPAC staff to voluntarily self-identify as being Aboriginal and/or Torres Strait Islander people.	August 2022	Director - Human Resources and Safety
	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2023	Director - Human Resources and Safety
	• Explore tailored First Nations professional development opportunities across QPAC operations to become an employer of choice.	August 2023	Director - Human Resources and Safety
	• Investigate the creation of the identified positions within QPAC through <i>Anti-Discrimination Act 1991</i> exemption e.g. Section 25 genuine occupational requirement exemption. This will include an internal review for suitable identified positions and initial engagement with Queensland Industrial Relations Commission.	August 2023	Director - Human Resources and Safety
	• Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	August 2023	Director – Public Engagement
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Engage an external consultant/s under the Queensland Indigenous (<i>Aboriginal and Torres Strait Islander</i>) <i>Procurement Policy (QIPP)</i> with Indigenous Cultural Intellectual Property (ICIP) expertise to assist in the development of QPAC's ICIP policies.	June 2022	General Counsel
	• Develop a list of preferred Aboriginal and Torres Strait Islander suppliers, utilising existing Aboriginal and Torres Strait Islander business directories and networks.	February 2023	Executive Director – Business Performance
	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2023	Executive Director – Business Performance
	• Investigate Supply Nation membership.	February 2023	Executive Director – Stakeholder Engagement Strategy
10. Provide industry support for Aboriginal and Torres Strait Islander artists and arts organisations	• Showcase festival world class First Nations programming with an annual Clancestry festival, two new work developments per year and one main stage presentation per year.	January 2023	Director – Public Engagement
	• Utilising QPAC's world class arts facilities to develop Aboriginal and Torres Strait Islander artists and arts organisations to realise their artistic expressions by developing or presenting a minimum of 2 productions within our annual program.	February 2023	Director - Public Engagement
	• Develop and implement a program to assist Aboriginal and Torres Strait Islander artists and arts organisations with arts grants applications.	February 2023	Director – Public Engagement
	• Explore sponsorship and philanthropic opportunities for Aboriginal and Torres Strait Islander artists and arts organisations through existing QPAC sponsors and patrons.	February 2023	Director - Public Engagement and Learning



Governance

QPAC is committed to prioritising reconciliation, led by First Nations knowledge and expertise. Our intent is to embed First Nations leadership and reconciliation commitments throughout our organisation.

Governance			
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective Reconciliation Executive Working Group to drive governance of the <i>QPAC Reflect RAP</i> .	• Form a Reconciliation Executive Working Group to oversee RAP implementation. The Reconciliation Executive Working Group will report to the QPAC Advisory Group.	June 2022	Director - Programming
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	Director - Programming
	• Establish Terms of Reference for the QPAC Reconciliation Executive Working Group outlining purpose, role, membership, meeting cadence and reporting on our reconciliation commitments.	June 2022	Director - Finance and Business
12. Provide appropriate support for effective implementation of the <i>QPAC Reflect RAP</i> commitments.	• Define our resource needs for RAP implementation.	June 2022	Executive Director - Business Performance
	• Appoint a senior leader to champion our RAP internally.	June 2022	Director - Programming
	• Engage senior leaders from across QPAC portfolios in the delivery of RAP commitments.	June 2022	Executive Director - Major Infrastructure and Production Services
	• Create appropriate systems and capability to track, measure and report on QPAC RAP commitments.	June 2022	Executive Director - Stakeholder Engagement Strategy
13. Build accountability and transparency through reporting QPAC 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.	July Annually	Executive Director - Visitation
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 September Annually	Executive Director - Visitation
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	31 October Annually	Executive Director - Visitation
14. Continue our reconciliation journey by developing our next RAP.	• Undertake a review of the QPAC Reflect RAP with the QPAC Reconciliation Executive Working Group and Advisory Group.	March 2023	Director - Programming
	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Director - Programming



QPAC Board

Professor Peter Coaldrake AO (Chair)

Leigh Tabrett PSM (Deputy Chair)

Trust Members: Dr Sally Pitkin AO, Georgina Richters, Susan Rix AM, Leanne de Souza

Executive Staff

Chief Executive: John Kotzas AM

Executive Director – Stakeholder Engagement Strategy: Jackie Branch

Executive Director – Visitation: 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 Communities and Housing, Minister for Digital Economy and Minister for the Arts

Director-General, Department of Communities and Housing and Digital Economy: Ms Clare O’Connor

Contact us

We welcome enquiries and feedback on our Reflect Reconciliation Action Plan commitments and are happy to discuss any aspect of our reconciliation commitments with interested persons, please email our RAP Working Group at;

RAP@qpac.com.au

(07 3840 7480)

