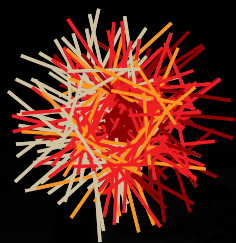


queensland
theatre
company



RECONCILIATION ACTION PLAN

FOR YEARS 2015 - 2018





Overland Theatre Company and Sydney Festival in association
with QPAC and the Brisbane Foundation present

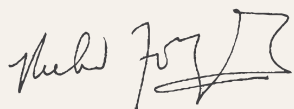
BLACK DIGGERS

A Queensland Theatre Company and Sydney Festival production

FROM THE CHAIR

In 2012 the Board of Queensland Theatre Company (QTC) agreed to develop a Reconciliation Action Plan. Since that time QTC has been actively working on reconciliation through many facets of our business but particularly by bringing Aboriginal and Torres Strait Islander stories and faces to our stages and developing a new audience for this work. We are also committed to closing the health, economic and employment gap between Aboriginal and Torres Strait Islander Australians and fellow Australians by creating and fostering an organisational environment that encourages respect, creates opportunity and builds cultural awareness. We have been recognised by both national and state governments for our achievements to date; however, we know we can do more and will continue to do so.

As the Chair of the Company I would like to thank the members of our Indigenous Reference Group and in particular the Chair, Nathan Jarro, who provided leadership for this important initiative, and hope that other major arts organisations will walk with us down this important pathway to National Reconciliation.



Professor Richard Fotheringham
Chair

FROM THE ARTISTIC & EXECUTIVE DIRECTORS

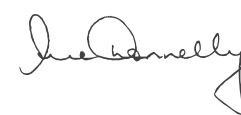
We are pleased to present Queensland Theatre Company's 2015 - 2018 Reconciliation Action Plan (RAP) and take this opportunity to pay respect to the Traditional Owners of Country throughout Australia and their continuing connection to land, waters and community. We pay respect to First Australian peoples, cultures and Elders both past and present.

Our RAP signals QTC's continued public commitment to the reconciliation process, one that commenced in 2011 with the appointment of Wesley as Artistic Director and the development of our Indigenous Program. QTC has already initiated important changes in our programming, operations and the way staff and community connect and intersect and for this reason we have undertaken a Stretch RAP with specific targets, which will be a living document and a plan for our day-to-day work. It sets out a range of strategies around our artistic programs, audience development, employment pathways, partnerships and cultural awareness.

We would like to thank all staff and stakeholders involved in developing this RAP and particularly acknowledge the assistance of our Indigenous Reference Group who share their expertise and knowledge with us.



Wesley Enoch
Artistic Director



Sue Donnelly
Executive Director

OUR VISION FOR RECONCILIATION



Head Full of Love

Queensland Theatre Company aims to be a national leader in reconciliation, demonstrating through the creation and presentation of theatre, as well as meaningful action, how true reconciliation can be achieved between Aboriginal and Torres Strait Islander peoples and the broader Australian community. Our vision for reconciliation is working closely with Aboriginal and Torres Strait Islander peoples and community to achieve the following:

- Recognition and protection of, and respect for, Aboriginal and Torres Strait Islander peoples cultures, including creative works, intellectual property, and practices;
- Education of the broader community about Aboriginal and Torres Strait Islander stories, heritage and cultures and the impact upon it of the broader Australian settlement in this country;

- Reconciliation with Aboriginal and Torres Strait Islander peoples to assist in addressing social and economic disadvantages;
- Elimination of racism and discrimination ensuring the right of all our community to enjoy equal rights and be treated with equal respect; and
- Advocate on behalf of Aboriginal and Torres Strait Islander members of the community to ensure the principles and commitments of this statement are upheld.

QTC's RAP is not just about words, it's about creating change within the organisation, the community, the sector, and Queensland and Australia more broadly.

OUR BUSINESS

Queensland Theatre Company is the State's Flagship Theatre Company. Through our theatre-making we aim to excite and inspire audiences throughout Queensland, Australia and our near neighbours.

Our artistic vision is to be a leader in the artistic community, identify the key social narratives, and reflect the broader community through storytelling. We aim to provide the best international, national and local work including culturally and linguistically diverse stories, audiences and artists, and to produce large scale Aboriginal and Torres Strait Islander theatre and family programming. In addition, QTC provides the stepping stones for artists to build a sustainable career in the theatre.

QTC was established in 1970 as a statutory body under the *Queensland Theatre Company Act 1970*. The object of the Act is to contribute to the cultural, social and intellectual development of all Queenslanders. The guiding principles behind achievement of this objective are:

a. Leadership and excellence should be provided in the arts of theatre;

- b. There should be responsiveness to the needs of communities in regional and outer metropolitan areas;
- c. Respect for Aboriginal and Torres Strait Islander cultures should be affirmed;
- d. Children and young people should be supported in their appreciation of, and involvement in, the arts of the theatre;
- e. Diverse audiences should be developed;
- f. Capabilities for life-long learning about the arts of the theatre should be developed;
- g. Opportunities should be supported and enhanced for international collaboration and for cultural exports especially to the Asia-Pacific region; and
- h. Content relevant to Queensland should be promoted and presented.

QTC has a small core staff of 30 people but, at any one time, could employ 100 people depending on the number of productions, education programs, tours and other events that the Company is undertaking. At the time of writing this RAP the Company has one

full-time employee and one part-time whom identify as Aboriginal and/or Torres Strait Islander. As of September 2014 we had employed 27 Aboriginal and Torres Strait Island peoples during the year, and they represented 19% of all artist employment. The Company's Artistic Director is Mr Wesley Enoch, a Noonuccal/Ngugi man.



OUR RAP



The development of this RAP has involved consultations with local Aboriginal and Torres Strait Islander peoples (including QTC's Indigenous Reference Group*), Board members, Executive and senior staff, employees and key stakeholders. QTC's RAP Committee has been driven by the Executive Director (with the support of the Artistic Director) and initially included the Artistic Associate, Indigenous Producer, Marketing Coordinator, Production Coordinator, Philanthropy Manager and Assistant Accountant. QTC's RAP Committee was further refined in 2014 to include the Executive Director, Artistic Associate and all Managers (Production, Programming, Marketing, Philanthropy, Corporate Partnerships, Finance). The RAP demonstrates our ongoing commitment to maintaining and building respectful and resilient partnerships with Aboriginal and Torres Strait Islander peoples in both our organisation and our community.

QTC is an Aboriginal and Torres Strait Islander Arts Board (ATSIAB) accredited 'Gold' organisation led by Noonuccal/Ngugi Artistic Director Wesley Enoch, the Company's sixth Artistic Director. The Company's Indigenous Program, introduced in 2011, is aimed

at producing, promoting and building audiences for Aboriginal and Torres Strait Islander work. It includes the commissioning, creative developments, production and presentation of Aboriginal and Torres Strait Islander works (eg *Stradbroke Dreamtime*, *Bloodland*, *Mother Courage and Her Children*, *Black Diggers*); research into audience development for Aboriginal and Torres Strait Islander work; scholarships for Aboriginal and Torres Strait Islander young people to attend programs such as Theatre Residency Week and Youth Ensemble; and secondments and apprenticeships of Aboriginal and Torres Strait Islander peoples.

Queensland has the second largest Aboriginal and Torres Strait Islander population in Australia. More than half (61.0%) of Australia's Torres Strait Islander population and a quarter (25.7%) of Aboriginal population live in Queensland. Aboriginal and Torres Strait Islander peoples are dispersed across the State with an estimated 78 per cent living in regional and remote areas. Building strong networks for Aboriginal and Torres Strait Islander artists and arts workers is a key focus of our Indigenous Program as is our role of 'stepping stone' for their professional careers. QTC aims to leave a long lasting cultural legacy for future generations.

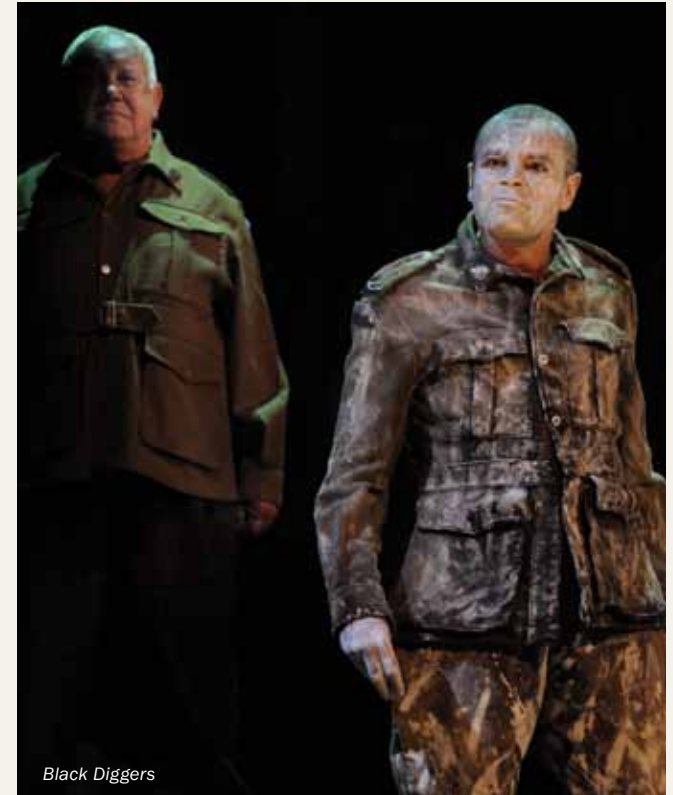
In 2012 and 2013, 16,324 people attended a production of an Aboriginal and Torres Strait Islander work presented by QTC. These productions have been presented in Brisbane and also toured regionally, reaching audiences from primary school-aged children through to adults. The work has been both entertaining and thought provoking, raising awareness of a range of issues and challenges facing Aboriginal and Torres Strait Islander communities. In 2014, a major production based on true stories of Aboriginal and Torres Strait Islander soldiers in World War I was presented to much acclaim at the Sydney and Brisbane Festivals and will be toured nationally in 2015. QTC is well known as a theatre company that presents high quality, professionally produced Aboriginal and Torres Strait Islander work in large scale public venues such as the Queensland Performing Arts Centre (QPAC) and the Sydney Opera House, as well as small community centres and regional schools.

As there is no major Aboriginal and Torres Strait Islander performing arts company in Queensland, QTC strives to take on the role of providing opportunities to Aboriginal and Torres Strait Islander artists and arts workers in developing high-quality productions. Our

Indigenous Program aims to be an example of national and international best practice in reconciliation, supported by Australian Aboriginal and Torres Strait Islander communities. Other Aboriginal and Torres Strait Islander organisations have become actively involved with QTC in formal partnership arrangements, including the Aboriginal Centre for Performing Arts (ACPA), Queensland Aboriginal and Islander Health Council (QAIHC) and the Aboriginal and Torres Strait Islander Knowledge Centres and kuril dhagun at the State Library of Queensland.

In 2013, QTC was awarded the Queensland Premier's Reconciliation Award (Community) in recognition of our Indigenous Program.

** Indigenous Reference Group is chaired by Nathan Jarro and includes Michael Tuahine, Paula Nazarski and Adam James. Its role is to consult with QTC, through the Artistic and Executive Directors, about Aboriginal and Torres Strait Islander protocols, including this RAP; provide general guidance on research and productions; and assist in promoting the work of QTC to the Aboriginal and Torres Strait Islander community.*



Black Diggers

RELATIONSHIPS

Long-range strategic and respectful partnerships between Aboriginal and Torres Strait Islander peoples and the wider Australian community are essential to QTC's relevance in contemporary Australia and is central to our vision of reconciliation. The long term aims are to increase participation of Aboriginal and Torres Strait Islander artists and audiences at all points of our work, to tell the stories of Aboriginal and Torres Strait Islander peoples essential to our national history and identity, and to leave a lasting cultural legacy to build strong relationships between Aboriginal and Torres Strait Islander peoples and the broader Australian community for generations to come. The growth of a valuable network of Aboriginal and Torres Strait Islander arts and corporate professionals will also bring new perspectives and awareness of creative and business opportunities to QTC.

| Focus Area | Develop deeper, sustainable and meaningful relationships with Aboriginal and Torres Strait Islander leaders, artists and the community | | |
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| Action | Responsibility | Timeline | Target |
| 1.1 RAP Committee monitors the QTC Plan including development, implementation of actions and tracking progress. | Executive Director | March, June, August, November 2015, 2016 and 2017 | <ul style="list-style-type: none"> RAP Committee meets at least four times per year and reports on progress and developments. |
| | Chair, Indigenous Reference Group | April and October 2015, 2016, 2017 | <ul style="list-style-type: none"> RAP Committee consults with Indigenous Reference Group (IRG) twice a year to seek strategic advice on implementation of the QTC RAP. |
| 1.2 Continue strengthening relationships with key Aboriginal and Torres Strait Islander peoples, organisations and stakeholders in meaningful consultation to ensure ongoing partnerships. | Artistic Director Executive Director Programming Manager | July 2015, 2016, 2017 | <ul style="list-style-type: none"> Relevant QTC staff members attend pitches, readings, creative developments and performances of Aboriginal and Torres Strait Islander works hosted by other theatre and arts companies and training organisations. |
| | Marketing Manager | November 2015 | <ul style="list-style-type: none"> Develop and maintain a database of Aboriginal and Torres Strait Islander peoples, organisations and stakeholders to assist ongoing partnerships. |
| | Executive Director | November 2016 | <ul style="list-style-type: none"> QTC hosts at least one annual meeting between ACPA, QAIHC and other relevant organisations (e.g. kuril dhagun, State Library of Queensland) to discuss collaboration and partnerships. |

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| 1.3 Promote local and national Aboriginal and Torres Strait Islander events, activities, businesses and news to inform and educate QTC database subscribers. | Marketing Manager | December 2015, 2016 and 2017 | <ul style="list-style-type: none"> Communicate and promote Aboriginal and Torres Strait Islander events, where relevant, through QTC eNews, website, brochures, programs and social media. |
| | Corporate Partnerships Manager and Philanthropy Manager | December 2015, 2016 and 2017 | <ul style="list-style-type: none"> Identify targeted promotion of events to possible sponsors and donors interested in supporting Aboriginal and Torres Strait Islander activities. |
| | Marketing Manager | | <ul style="list-style-type: none"> Promote QTC events through Aboriginal and Torres Strait Islander performing arts training organisations (such as ACPA, NAISDA) and other relevant groups. |
| 1.4 As part of the Company's market research strategy continue to review audiences for Aboriginal and Torres Strait Islander work in order to further develop and strengthen QTC's Indigenous Program. | Marketing Manager | December 2015, 2016, 2017 | <ul style="list-style-type: none"> Survey attendees following at least two QTC productions/activities with Aboriginal and Torres Strait Islander content and/or performers. |
| | Marketing Manager | December 2015, 2016, 2017 | <ul style="list-style-type: none"> Survey non-attendees of QTC's Aboriginal and Torres Strait Islander productions/activities once per year to identify barriers to attendance. |
| 1.5 Celebrate, promote and support participation in National Reconciliation Week (NRW) with staff and the community. | Executive Director | 27 May – 3 June 2015, 2016 and 2017 | <ul style="list-style-type: none"> QTC will host at least one internal NRW event. NRW events and activities promoted to staff and participation supported. Register internal NRW event on Reconciliation Australia website. |
| 1.6 Promote RAP to raise internal and external awareness of QTC's commitment to reconciliation. | Marketing Manager | February 2015 | <ul style="list-style-type: none"> Develop plan to launch RAP and promote RAP through relevant marketing material. RAP is accessible to QTC employees via website and hardcopy. |
| | Corporate Partnerships Manager and Philanthropy Manager | December 2015, 2016, 2017 | <ul style="list-style-type: none"> Communicate and promote QTC RAP and Indigenous Program material to sponsors and donors to encourage growth and potential funding for future Aboriginal and Torres Strait Islander works. |
| 1.7 Seek, establish and leverage partnerships with other corporate and government organisations whom have RAPs. | Corporate Partnerships Manager and Philanthropy Manager | August 2015, 2016, 2017 | <ul style="list-style-type: none"> Identify and engage with at least three corporate and government organisations with RAPs each year to discuss potential collaborative reconciliation opportunities and initiatives. |

RESPECT

Respect for Aboriginal and Torres Strait Islander peoples is integral to QTC’s vision for reconciliation. We acknowledge the contribution of Australia’s First Nation peoples and seek to provide a sustainable and progressive platform for Aboriginal and Torres Strait Islander stories, engagement and employment within our organisation and the work that we do.

| Focus Area | Publicly demonstrate the Company’s recognition and appreciation of Aboriginal and Torres Strait Islander arts and cultural practice and create and promote QTC as a culturally–appropriate working environment for Aboriginal and Torres Strait Islander peoples | | |
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| Action | Responsibility | Timeline | Target |
| 2.1 Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements. | Executive Director | November 2015, 2016, 2017 | <ul style="list-style-type: none"> ● QTC commits to a minimum of 80% staff having completed cultural awareness training. ● The induction processes for new employees includes familiarisation with RAP and cultural awareness training. |
| | | January 2016 | |
| 2.2 Encourage staff to use established cultural protocols around Acknowledgement of Country and Welcome to Country | Executive Assistant | March 2015 | <ul style="list-style-type: none"> ● Australia Council Aboriginal and Torres Strait Islander protocol guides for Performing Arts distributed to all staff and Board members for referral and awareness. ● Develop a list of local Traditional Owners and key contacts within QTC’s area of operation for requesting a Welcome to Country. ● Aboriginal and Torres Strait Islander Cultural protocols integrated in staff Cultural Awareness training. ● Acknowledgement of Country or Welcome to Country is provided at all significant QTC events. |
| | Marketing Coordinator | March 2015 | |
| | Executive Director | November 2015 | |
| | Marketing Manager | December 2015 | |

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| | Marketing Officer | December 2015 | <ul style="list-style-type: none"> ● Invite Aboriginal and Torres Strait Islander Elders to attend significant events (e.g. Season Launch) and arrange for a Welcome to Country. |
| | Marketing Coordinator | December 2015 | <ul style="list-style-type: none"> ● Acknowledgement of Country to be included in QTC Season brochure and Production brochures. |
| 2.3 Celebrate, promote and support participation in NAIDOC week with staff and the community | Artistic Director | 1 st Sunday to 2 nd Sunday in July 2015, 2016 and 2017 | <ul style="list-style-type: none"> ● One or more events/initiatives during NAIDOC week celebrated at QTC. ● Provide the opportunity for Aboriginal and Torres Strait Islander employees to engage with their culture and community in NAIDOC week events. ● Display NAIDOC Week poster in QTC office and public areas. |
| 2.4 Continue to promote and embrace workplace connection to Aboriginal and Torres Strait Islander peoples' Country and cultures | Venue & Operations Supervisor | May 2015 | <ul style="list-style-type: none"> ● Organise Aboriginal and Torres Strait Islander Country maps for display in prominent areas within QTC building. |
| | Venue & Operations Supervisor | December 2015 | <ul style="list-style-type: none"> ● Purchase and display Aboriginal and Torres Strait Islander flags on significant Aboriginal and Torres Strait Islander days. |



OPPORTUNITIES

Employment and career development for Aboriginal and Torres Strait Islander artists and arts workers is a major focus of QTC's Indigenous Program. We aim to present at least two Aboriginal and Torres Strait Islander works per year and foster professional development through employment, paid mentorships, secondments and apprenticeships. We also seek to develop a solid audience base for high quality Aboriginal and Torres Strait Islander work.

| Focus Area | | Identify and provide employment and relationship opportunities for Aboriginal and Torres Strait Islander peoples across all departments and develop career pathways for emerging artists and arts workers. | | |
|--|---|--|---|--|
| Action | Responsibility | Timeline | Target | |
| 3.1 Develop strategies to improving employment opportunities for Aboriginal and Torres Strait Islander artists, and developing strategies for supporting sustainable careers | Managers of Departments | February 2015 | <ul style="list-style-type: none"> All position advertisements include provision to encourage Aboriginal and Torres Strait Islander applicants. | |
| | | July 2015 | <ul style="list-style-type: none"> Advertise non-specialist vacancies via at least one Aboriginal and Torres Strait Islander media organisation such as Koori Mail and National Indigenous Times. | |
| | | July 2015 | <ul style="list-style-type: none"> Offer at least two scholarships to Theatre Residency Week and Youth Ensemble to encourage Aboriginal and Torres Strait Islander youth to consider performing arts as a career prospect. | |
| | Executive Director | November 2015, 2016 and 2017 | <ul style="list-style-type: none"> Employ a minimum of one Aboriginal and Torres Strait Islander person each year. | |
| | | November 2015, 2016 and 2017 | <ul style="list-style-type: none"> Commit to 8% of workforce (based on hours employed) to be Aboriginal and Torres Strait Islander peoples. | |
| | Executive Director Artistic Director | November 2015, 2016 and 2017 | <ul style="list-style-type: none"> Review and report to the QTC Board, on an annual basis, Aboriginal and Torres Strait Islander professional development and employment. | |

* Board appointments are made by the Queensland Government's Executive Council. The QTC Board makes recommendations to the Minister but cannot guarantee appointments.

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| 3.2 Produce, present and commission Aboriginal and Torres Strait Islander works. | Artistic Director | July 2014 and 2016 | <ul style="list-style-type: none"> Commission at least one Aboriginal and Torres Strait Islander work every two years, |
| | | October 2015, 2016 and 2017 | <ul style="list-style-type: none"> Produce/present at least two Aboriginal and Torres Strait Islander works to the public each year. |
| | Philanthropy Manager | December 2015 and 2016 | <ul style="list-style-type: none"> Submit a minimum of two proposals to philanthropic foundations to support Aboriginal and Torres Strait Islander programs at QTC. |
| 3.3 Develop opportunities to increase audiences for Aboriginal and Torres Strait Islander work. | Artistic Director Executive Director Touring Coordinator | July 2015 and 2016 | <ul style="list-style-type: none"> In line with QTC's Strategic Goals build a repertoire of Aboriginal and Torres Strait Islander work that can be toured nationally and internationally to increase audiences for Aboriginal and Torres Strait Islander work. |
| 3.4 Investigate opportunities to increase the procuring of goods and services from businesses owned by Aboriginal and Torres Strait Islander peoples. | Chief Financial Officer | December 2015 | <ul style="list-style-type: none"> QTC's procurement policy supports increased participation for Aboriginal and Torres Strait Islander businesses and suppliers with a minimum of three suppliers per year. |
| | Marketing and Production Managers | December 2015 | <ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander contacts, businesses and suppliers from whom QTC can potentially procure services. |
| | Chief Financial Officer | December 2016 | <ul style="list-style-type: none"> Investigate becoming a member of Supply Nation |
| 3.5 Explore opportunities for Aboriginal and Torres Strait Islander Secondments, Trainees and Apprenticeships. | Executive Director Department Managers | November 2014 | <ul style="list-style-type: none"> Enter into discussions with Arts Ready about employment of trainees over the next three years. |
| | | February 2015 | <ul style="list-style-type: none"> As part of the QTC secondment program place priority on Aboriginal and Torres Strait Islander applications with minimum one secondment per year. |
| | | February 2015 | <ul style="list-style-type: none"> Review and report on success of Aboriginal and Torres Strait Islander Student apprenticeship to QTC Board and Indigenous Reference Group |
| | | July 2016 | <ul style="list-style-type: none"> Identify and engage with Queensland universities, other tertiary education institutions, high schools and community support groups, such as Yalari, to promote program and secure interest. |
| 3.6 Encourage the Executive Council to appoint at least one Aboriginal or Torres Strait Islander member of QTC Board when renewed every three years* | Executive Director Board | September 2016 | <ul style="list-style-type: none"> Identify and encourage potential Aboriginal and Torres Strait Islander candidates in securing Board approval and submit names to Minister. |

TRACKING PROGRESS AND REPORTING

Queensland Theatre Company will provide a report reflecting on key learnings during the development of the RAP, to ensure our organisation recognises where challenges remain and what future opportunities exist. We are committed to achieving ongoing sustainable outcomes from our RAP and recognise that Aboriginal and Torres Strait Islander peoples play a critical role in its governance, in monitoring our progress, and engaging in a two-way feedback process.

| Focus Area | Optional | | |
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| Action | Responsibility | Timeline | Target |
| 4.1 Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report | Executive Director Managers | Submit by 28 February 2015, 29 February 2016 and 28 February 2017 | <ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Department Managers provide a report on RAP progress to Executive Director and IRG on a half yearly basis. |
| 4.2 Review, update and refresh QTC RAP. | Executive Director | December 2017 | <ul style="list-style-type: none"> Review update and refresh QTC RAP based on learnings, achievements and challenges from previous RAP and forward to Reconciliation Australia for review and endorsement. |

The 7 Stages of Grieving



Winner

Queensland Theatre Company

for

Indigenous Program



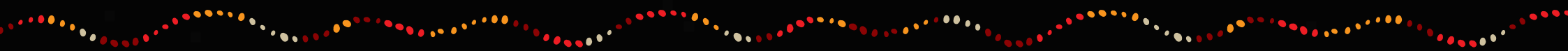
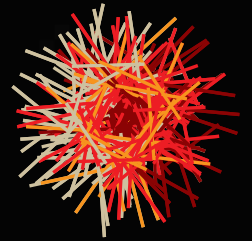
Reconciliation Award (Community) winner

Stradbroke Dreamtime

RAP CONTACT PERSON:

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tsleeth@queenslandtheatre.com.au
Tel: 07 3010 7603

queensland
theatre
company



ACPA students