

RECONCILIATION ACTION PLAN

Reflect

MARCH 2023 – MARCH 2024



QUEENSLAND SYMPHONY
ORCHESTRA



RECONCILIATION
ACTION PLAN
REFLECT





The Artist

Jeremy Donovan's journey to this point has been one of challenge and adversity but also one of celebrated accomplishment.

The diversity of his own personal experiences equips Jeremy with the unique ability to inspire and connect with people from a vast range of backgrounds from remote communities to the highest levels of bureaucracy and business.

He speaks from a high level of individual experience and expertise in the field of Indigenous Poverty and the advancement of Indigenous people's lives. Jeremy is motivated by a true passion to elevate the lives of Aboriginal and Torres Strait Islander people and all other Australians.

Jeremy Donovan is a proud Kuku-Yalanji man with family connections to several other language groups

After working as the Spokesperson and National Development Director for GenerationOne, in 2014 Jeremy was appointed as Chief Executive Officer of the Non-profit, to lead the campaign to end the disparity through employment. Jeremy led and saw the government's adoption of the National VTEC employment model.

In September 2015, Jeremy stood down as Chief Executive of GenerationOne to pursue the growth of his own business as a consultant that engages with Government, Corporate and Community, providing advice on cultural safety, cultural understanding and cultural engagement. Jeremy is also an accomplished and published artist, musician and poet.

Jeremy's artwork in 2017 was published by Nescafé and featured on their Nescafé coffee tins and distributed nationally making Jeremy Donovan one of the most recognised artists in the country. In 2018, Jeremy Donovan was also featured and published by leading retailer David Jones on all of their gift cards. Jeremy has produced works for LendLease shape, Suncorp bank and Officeworks. In 2019 Jeremy completed two of the largest individual pieces of Aboriginal artwork measuring 14.1m for LendLease and the historic Barangaroo business district.

He has spoken and performed extensively throughout Australia and the world at some of the most prestigious International venues and events.

The Artwork - Who we Are

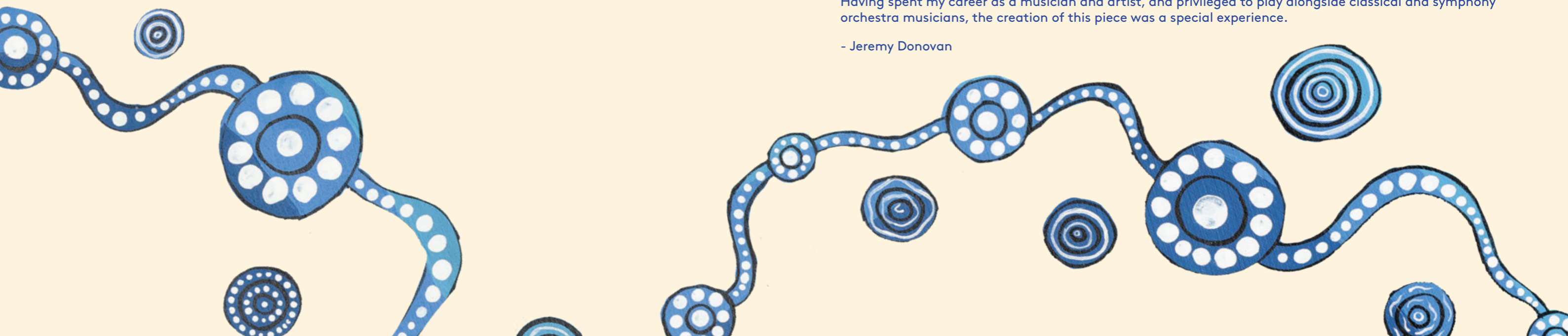


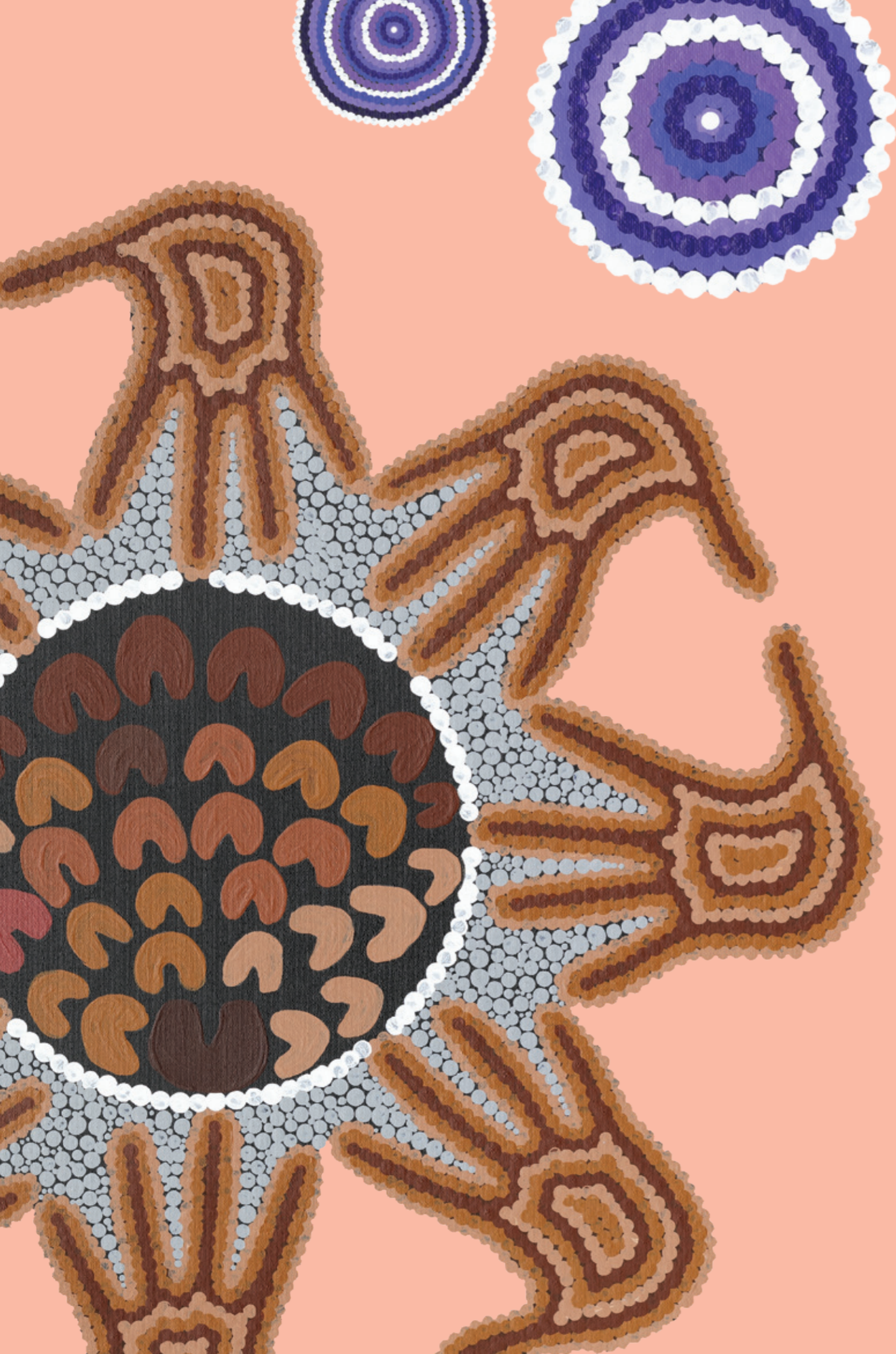
This body of work was consigned to capture and reflect Queensland Symphony Orchestra (QSO). Painted in the office of the QSO, I had the unique opportunity to engage with musicians, QSO staff and supporters. The painting was influenced by these conversations and interactions. This painting depicts the whole of the QSO. In each individual panel, the Orchestra is depicted using different colours to reflect the roles and the variety of instruments played. The central panel features the hands around the orchestra, which is symbolic of the people that come to experience the QSO and the music.

Blue features across all three panels and represents the land on which the QSO is based and pays respect to both the Turrbal and Yuggera peoples and the custodianship of this beautiful region. Greens are the mountains and the rainforests of QLD. Fine detail within the greens are symbolic of our Far North Queensland Shield designs. There are three of these on the middle panel; they are our Elders and are symbolic of three individuals who were just acknowledged for their 40-year service to the orchestra. Across the top of the painting, the fine white dot work is symbolic of the Dark Sparkles (Milky Way) in the sky - a Dreaming story belonging to my family. Beyond the stars are the musical notes silhouetted in the sky acknowledging that sound is infinite. The seven Purple circles on each panel painting are symbolic of the dedicated teams behind the music. QSO is so much more than what people get to see, hear and enjoy. There are tireless teams behind the magic of the music. These seven circles are also the Seven Sisters connecting my Grandmother dreaming.

Having spent my career as a musician and artist, and privileged to play alongside classical and symphony orchestra musicians, the creation of this piece was a special experience.

- Jeremy Donovan





Message from Reconciliation Australia



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

Queensland Symphony Orchestra 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.

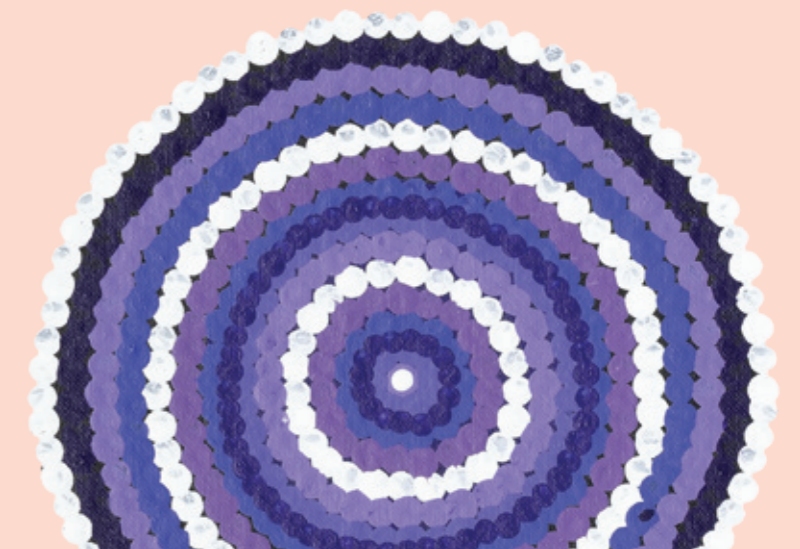
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 Symphony Orchestra 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 Symphony Orchestra, 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





Message from The Minister for the Arts

A Reconciliation Action Plan (RAP) is the start of a shared story, a narrative of truth telling and a formal statement of commitment to reconciliation.

Queensland is home to two of the oldest living cultures on the planet and the Queensland Government is committed to strengthening the relationships that value and respect Aboriginal Peoples and Torres Strait Islanders Peoples who have occupied and held rights over this land for thousands of generations.

The Queensland Symphony Orchestra's (QSO) Reconciliation Action Plan marks a milestone on the way to greater reconciliation and a more inclusive and respectful shared future, in line with the Queensland Government's *Path to Treaty*.

The creation of a Reconciliation Action Plan takes an organisation on an important collaborative process that creates conversations and brings First Nations leaders, advocates and community together.

QSO's adoption of this Plan is a step further in our journey to acknowledge injustices and the often-uncomfortable truths of our shared past to work towards healing.

Through this plan, QSO is formalising their commitment to a deeper understanding and sharing of First Nation's narratives through music and creating new relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Queenslanders.

The ancient DNA of the First Nations peoples in Queensland is the foundation of Queensland's cultural identity, and through this plan, the QSO will elevate First Nations arts, a priority of the Queensland Government's 10-year strategy, *Creative Together*.

The Honourable Leeanne Enoch MP
Minister for Communities and Housing
Minister for Digital Economy and Minister for the Arts



Message from Queensland Symphony Orchestra

The significance of the Year 2023 to the operations and aspirations of Queensland Symphony Orchestra cannot be underestimated. In many ways it's a watershed year; the inaugural full year with coordinated new appointments of both our key leadership roles – Chief Executive and Chief Conductor, the year where, as an organisation, we step into imagining what the next 75 years might bring, the year where our projects and programs shift to be larger in scale and ambition, and the year where we begin to unveil some of our long-held inspirations in the community cultural space.

We use "unveil" deliberately because, like many major performing arts organisations around the country, QSO has already engaged a committed cohort of staff in First Nations engagement for many years. Indeed, we have already presented many important musical works within our program structure. In many ways, especially on the mainstage, QSO has been a leader in showcasing First Nations artists. However, what we are yet to do is harness the power of this large arts organisation to signify to all our constituents more broadly that QSO is committed to a long and enriching exploration of First Nations cultures. This journey will be marked by actions, goals, performances, projects and people. And, on every part of this journey, we will strive to act with integrity, understanding, sincerity and consistency.

As the largest performing arts company in Queensland, we are an orchestra for all Queenslanders. The service we provide, whether concerts, education, engagement, professional development, social cohesion, or creative leadership, is for everyone and it is incumbent upon us that we ensure it is especially available to those who find our music the most challenging to access. The tyranny of distance, the discrepancies in socio-economic background, and the differences in creative traditions and norms will be the reasons that drive QSO to do more and more over time in support of First Nations recognition, integration and creativity.



As a company which puts music first, the most valuable thing we can do is share our music, absorb the music of others, and use this non-verbal language to communicate deeply across cultures. As our journey deepens and ultimately gains momentum, we make a pledge here to lead with compassion, to listen closely, and to find ways and places in all that we do for our First Nations kindred spirits to become part of QSO evermore.

Yarmila Alfonzetti
Chief Executive

Umberto Clerici
Chief Conductor

Our Business

Queensland Symphony Orchestra is an orchestra for everyone, performing throughout the great state of Queensland. At home at South Bank located in the ABC Centre, or on tour throughout the regions, Queensland Symphony Orchestra is currently home to 140 talented musicians and staff, and we enjoy the support of an outstanding list of stakeholders, supporters, partners, and subscribers. Currently our organisation has no known staff who identify as Aboriginal and/or Torres Strait Islander people. Our intention is to secure the employment of Aboriginal and Torres Strait Islander staff as we move into our next strategic plan phase from 2024-2028 and this will appear as a goal within that Strategic Plan. We present a broad range of classical music concerts on the mainstage, support our opera and ballet colleagues through pit services, and provide music education experiences and community events.

First Nations engagement, collaboration and whole-of-organisation commitment will be led and championed by Chief Executive Yarmila Alfonzetti, the designated RAP Champion. The core deliverables and promises will sit within the CEO portfolio at Queensland Symphony.



Our RAP

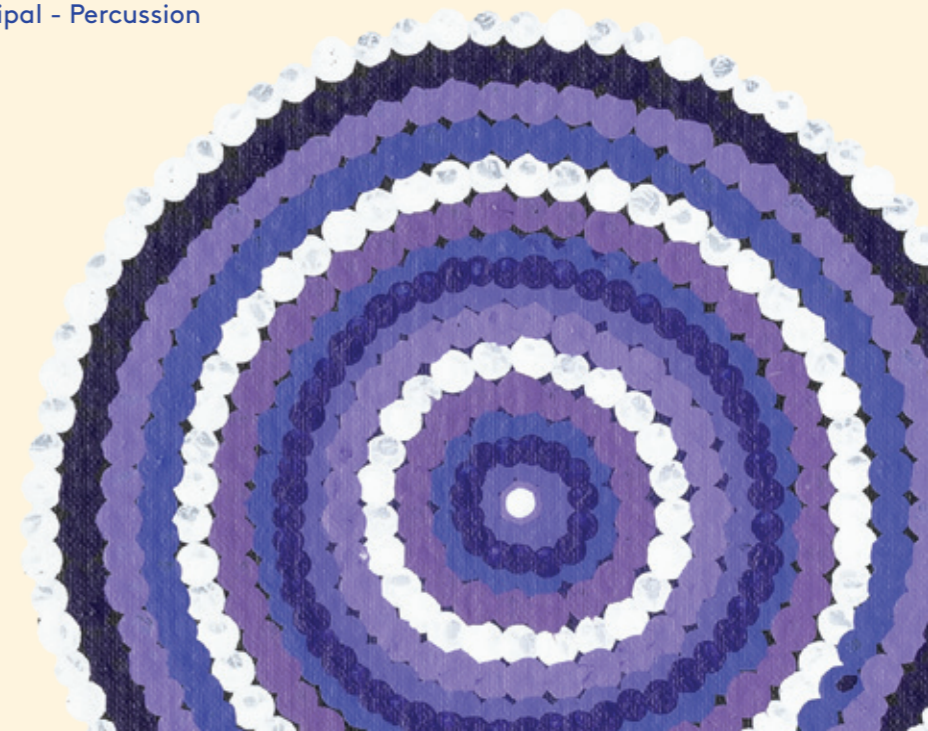
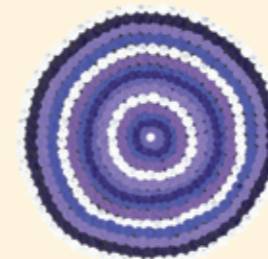
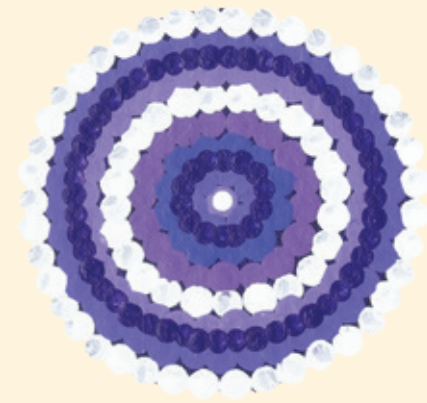
QSO occupies a unique place in the cultural landscape of Queensland, and more broadly as one of the five state symphony orchestras in Australia. Because of this leadership role in the arts, and because culture is at the core of who we are, QSO finds a natural alignment and significance in First Nations cultures. However, this organisation's interest in developing and implementing a Reconciliation Action Plan is not limited to our pre-disposition to the performing arts. We are a company of 140+ people who, due to the nature of music education and our industry, have come from across all areas of Australia and beyond, and we therefore bring with us a complex biography of links to place and home and people who are, very often, far away. At its core, the QSO RAP is about connection.

Through this RAP journey, it is our intention to connect the people within this organisation to each other through music, and connect us all to our First Nations friends, colleagues, communities, stories, places and, ultimately, our home.

The RAP will be implemented through a set of actions and goals with regular reporting and communications to ensure the journey is shared. QSO has developed a RAP Working Group which will meet regularly to oversee the governance and implementation of the Reflect RAP. In addition, QSO has a well-established set of full company meetings and communications tools where information is consistently shared and acknowledged. We also have an excellent track record of delivering on promises as the nature of our business requires an end-date to all that we do.

RAP Working Group

- Yarmila Alfonzetti, Chief Executive
- Toni Palmer, Director, Development
- Tim Matthies, Director, Artistic Planning
- Lisa Meyers, Director, People and Culture
- Ros Atkinson, Executive Assistant to Chief Executive and Chief Conductor
- Nadia Myers, Orchestra Librarian
- Elaine Seeto, Producer, Artistic Planning
- Persia Littlewood, Associate Producer – QSO Connect
- Tess Poplawski, Coordinator, Experiences
- Huw Jones, Musician, Section Principal - Oboe
- Justin Bullock, Musician - Double Bass
- David Montgomery, Musician, Section Principal - Percussion
- Nicole Greentree, Musician - Viola
- Lauren Manuel, Musician - French Horn



Our Reconciliation Journey to This Point

Our Connections to Country - Regional Touring

Between the years 2012 and 2022, QSO has undertaken extensive regional touring across Queensland. By the very nature of this activity, often taking small groups of musicians to more remote and distant communities, we have connected with many First Nations schools, teachers, community Elders and young people on our travels to the following places:

- | | | |
|---------------|-------------------------------------|------------------|
| 1. Atherton | 9. Gladstone | 17. Moranbah |
| 2. Ayr | 10. Gold Coast- Griffith University | 18. Mount Isa |
| 3. Beaudesert | 11. Gold Coast- HOTA | 19. Mt Tamborine |
| 4. Boonah | 12. Innisfail | 20. Rockhampton |
| 5. Bundaberg | 13. Ipswich | 21. Roma |
| 6. Cairns | 14. Longreach | 22. Tara |
| 7. Caloundra | 15. Mackay | 23. Toowoomba |
| 8. Chinchilla | 16. Miles | 24. Townsville |

The enthusiasm, professionalism and sheer talent of the QSO musicians has facilitated an effortless connection to schools and students, sharing the joy of music and the language of sound and creativity. Over time, QSO has developed an outstanding reputation for the delivery of education activities in the regions, some of which is captured in the following testimonials:

2017 Engagement with Cape York students at Good to Great Schools in Cairns workshops.

"GGSA has partnered with QSO in delivering educational activities in Cape York Aboriginal Australian Academy at both campuses in Coen and Hope Vale. In July 2017, Queensland Symphony Orchestra musicians contributed to a masterclass series with students from Coen and Hope Vale. This was a rewarding experience for our students who received the opportunity to showcase their own talent. This exposure was paramount to our students, contributing to their sense of the world around them and added a broader perspective of music making and the arts in general. Our students' interaction had a positive effect on their overall sense of wellbeing, and they greatly benefited from these sessions in an educational capacity. GGSA looks forward, in anticipation, to continuing our working relationship in the future with QSO."

BERNARDINE DENIGAN, CHIEF EXECUTIVE OFFICER, GOOD TO GREAT SCHOOLS AUSTRALIA

2018 Symphony for Tomorrow - composition program for Cairns students including Aboriginal and Torres Strait Islander communities which has allowed QSO musicians to meet and connect with young First Nations students through music.

"Nicole and I sing for AustraNesia. We've been doing this for about 6 years now, and since we both work with young people, we thought why not make our own little choir. We're so blessed that this little group of ours, to be recognised and to be a part of a symphony orchestra and they're all very happy too! Just to have that opportunity to do something, to share their voices, share their stories."

PETA, YOUTH WORKER AT MENCHINGWANI CULTURAL CENTRE

"Working with Nite Vision a group of young people from all different cultures, we've got a few aboriginal, Torres Strait Islanders, and Polynesian and Melanesian. Sharing life and love is our thing, we're full of joy and being part of the orchestra has been amazing, very exciting for them to experience and share music they've never heard before, instruments they've never seen before, it just definitely lights their eyes up and gives them a new joy for music, it's what they love doing, we can definitely enhance that, bring more of that atmosphere in their lives, it will bring out what they're meant to do, make them grow and bring out the music talent that they already have naturally."

NICOLE LAMPTON FROM CAIRNS

2021 QSO Education concert for students from Bribie Island State School and Hymba Yumba Independent School.

"The first concert we attended featured prominent First Nations artist Mr William Barton and The QSO Connect 13-player Ensemble. William performed in concert and to the delight of our students also gave his time for our students after the concert."

The QSO offer Bribie Island State School an insight into the orchestral family as well as a variety of entertaining music. Our school appreciates the support the QSO provides and look forward to a long and mutually rewarding program in 2022."

MICHAEL HENSON, PERFORMING ARTS TEACHER, BRIBIE ISLAND STATE SCHOOL

More recently, QSO has undertaken a number of deeper engagements with Hymba Yumba School in particular:

May 2021: Year 3 students attend QSO education concert Sounds Like an Orchestra at QPAC

June 2021: Primary School boys attend William Barton rehearsal and engage in Q&A with William

August 2022: Students attend Education concert in QSO studio

In 2021, 45 First Nations students from Djaragun College attended a QSO education concert in Cairns.

Our Reconciliation Journey to This Point

Our Connections to People

QSO has had a long and valuable history of working with First Nations artists on the mainstage in Brisbane, as well as ensuring that we acknowledge the Country we are on whenever we travel outside of our home place. This is as important to us as it is to the Elders and communities we visit; we take very seriously our responsibility to set an example to the young musicians and students who look up to us, and to our audiences who have high expectations of the work we must create and deliver.

In our repertoire history, a number of exceptional performances stand out:

Aboriginal Centre for Performing Arts (ACPA)	SAT, 17 NOV 2012	Towards the Flame	Firebird (Suite)
Edward Lampton & Sounds of AustraNesia	SAT, 1 SEP 2018	Cairns - Superheroes	"Doin' Me Right" & "One Voice"
William Barton	THU, 9 AUG 2018	Last Night of the Proms	Earth Cry (Sculthorpe)
William Barton	THU, 9 AUG 2018	Last Night of the Proms	Bird Song at Dusk, Mvt 1
Kev Carmody	SAT, 24 OCT 2020	AFL Grand Final	From Little Things Big Things Grow
William Barton	FRI, 25 JUN 2021	Epic sounds	Apii Thatini Mu Murtu (Barton)
Chris Williams	FRI, 19 AUG 2022	75th Birthday Concert	Didgeridoo Concerto Mvt IV (O'Boyle/Barton)
William Barton & Véronique Serret	FRI, 17 FEB 2023 SAT, 18 FEB 2023	Ode to Joy Barton meets Beethoven	Earth Cry (Sculthorpe) Kalkani (Orchestral Version, World Premiere)



In addition, we have been incredibly grateful to have the time to get to know some of our local and regional Elders and include them in our performance proceedings:

William Barton	THU, 9 AUG 2018	Last Night of the Proms (AOC)
Shannon Ruska	THU, 24 JUN 2021	Epic Sounds In Conversation (WTC)
Shannon Ruska	FRI, 3 SEP 2021	Health & Wellbeing Launch (WTC)
Tommy Coghill	SAT, 26 JUN 2021	Epic Sounds Concert
Tim Klaas	TUE, 2 AUG 2022	Roma Tour
Richard Johnson	FRI, 2 SEP 2022	Gladstone
Aunty Raelene Baker	FRI, 19 AUG 2022	75th Birthday Concert (WTC)

These are connections that we intend to grow and embed within all that we do here at QSO; we will build opportunities into both large and small projects, and indeed into every public performance, where we acknowledge our First Nations brothers, sisters, friends and communities, and talk openly about their great history of making music in and on this land for many thousands of years.



Our Reconciliation Journey to This Point

Our Connections To Art

QSO has recently been fortunate enough to engage visual artist Jeremy Donovan to lead a creative painting exploration for the orchestra by developing an immersive piece of artwork uniquely for QSO.

The synergies of QSO and Jeremy are very aligned especially considered his impressive international performance experience and our mutual love of music. Jeremy's career commenced playing the didgeridoo in a classical form and he has performed with orchestras over the last 20 years. One highlight was performing at the opening ceremony of the 2000 Olympics.

QSO engaged Jeremy to provide a First Nations Art piece for QSO. This piece exists in three large panels which form part of a full story when combined but can also be able to be used separately to make other stories/QSO Stories. This artwork can be seen throughout this RAP document, as well as in concert programs and brochures.

We will also be using this artwork on new long ties for male musicians as well as pocket squares. We will also be looking at having a neutral piece of clothing, such as a pashmina, for women that can be used in many ways.

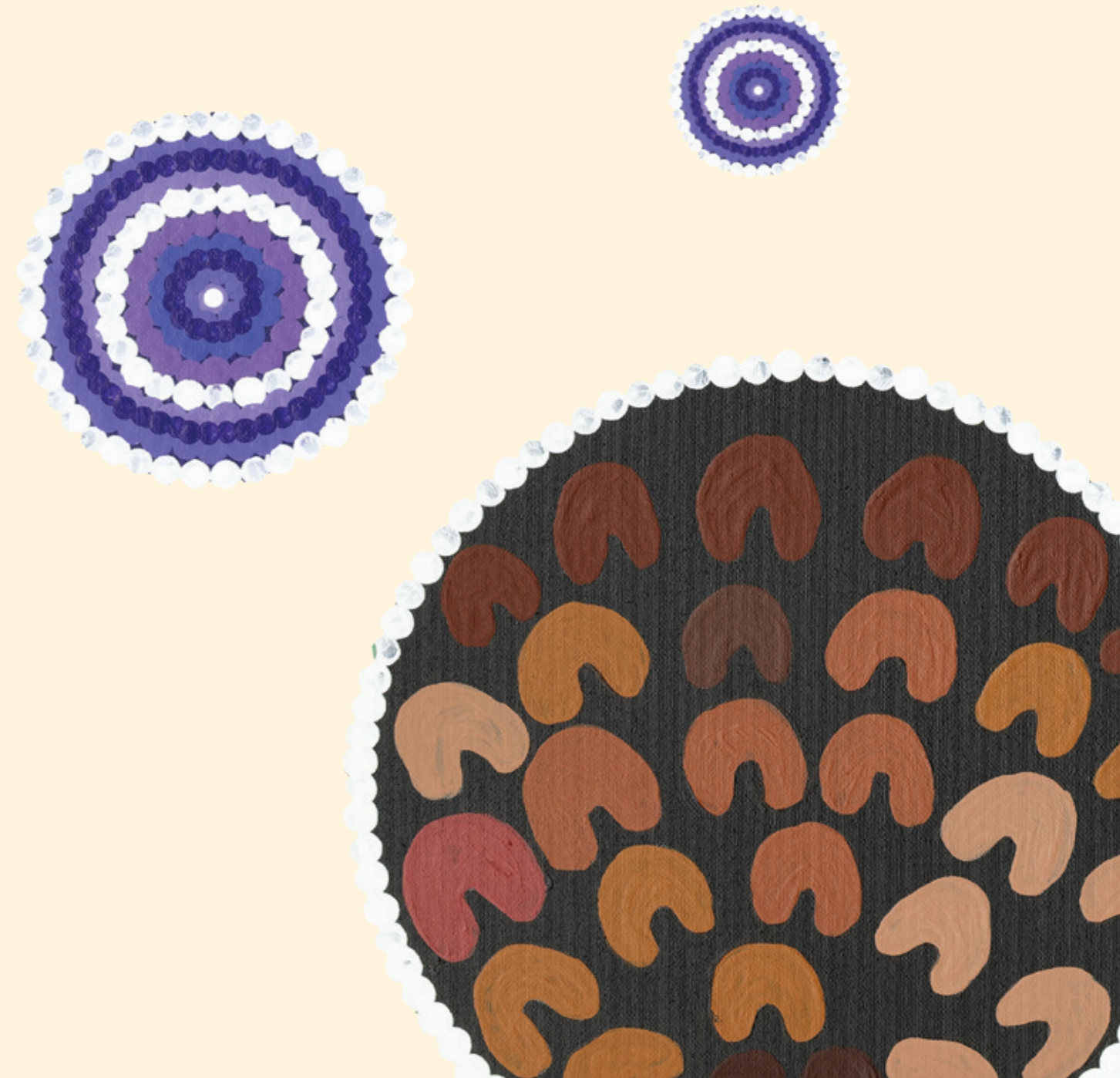
Everyone at QSO – Board, musicians, administrative staff, supporters, friends – was invited to participate in the process of creating this very special piece of QSO artwork. Each member of the company contributed to the creation of this painting, with our story, our personal dot, and our ideas. Our individual piece of artwork provides a cultural competence and understanding across the whole of QSO.



Cultural Awareness

In addition to supporting and coordinating the artwork creation by Jeremy Donovan, the First Nations Working Group has undertaken a number of important activities since its inception. These include:

- A cultural walk with BlackCard – 1 April 2022
- A cultural talk with Nathaniel Andrews – 1 April 2022
- Reconciliation Action Plan: Commenced the development of Reconciliation Action Plan – 26 May 2022
- Attended QLD Aboriginal and Torres Strait Islander Business Expo & Forum – 21 October 2022
- Jeremy Donovan – QSO Immersive Artwork with the entire company – 17 – 24 November 2022



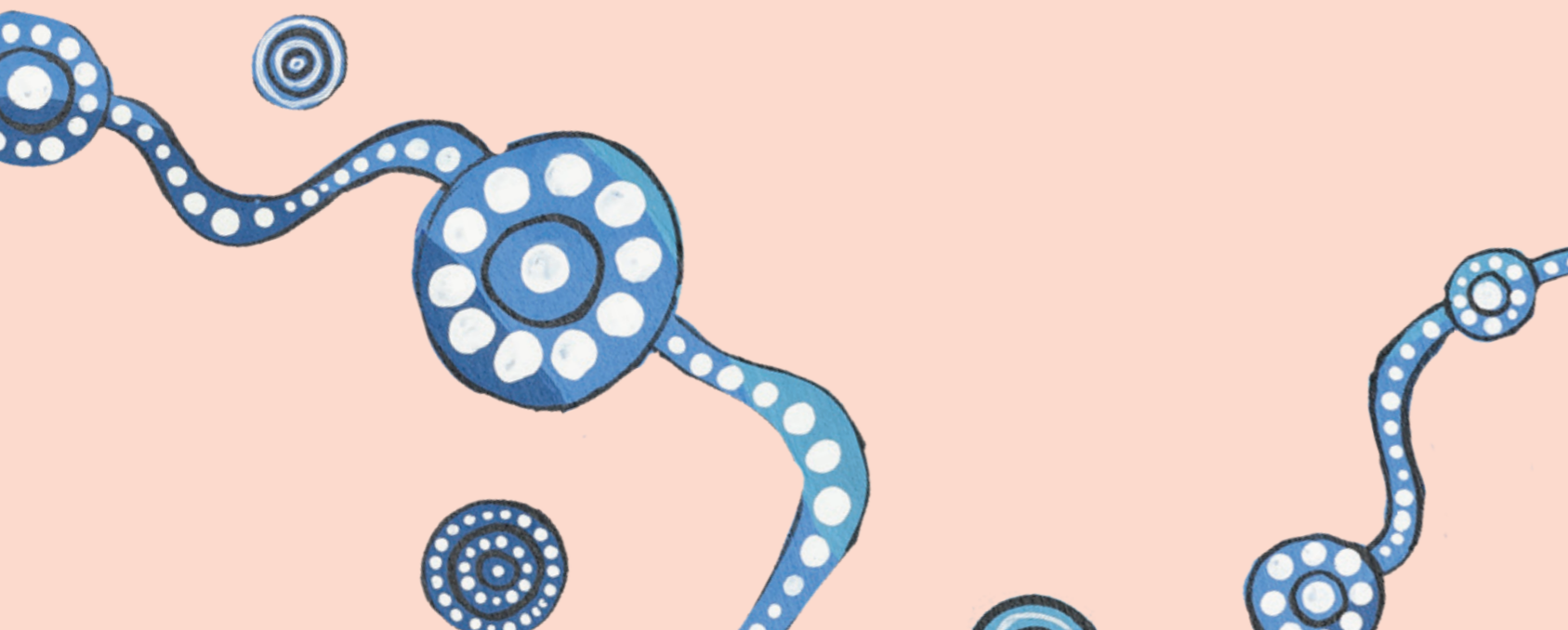
Reconciliation Action Plan Working Group

The QSO RAP Working Group has been actively engaged since the beginning of 2021. This large group is an even mix of QSO permanent musicians from the Orchestra and members of the Business Team. The Group is voluntary and meets monthly where each of the three sub-committees – Community & Education, Artistic, Business – share experiences, actions and information.

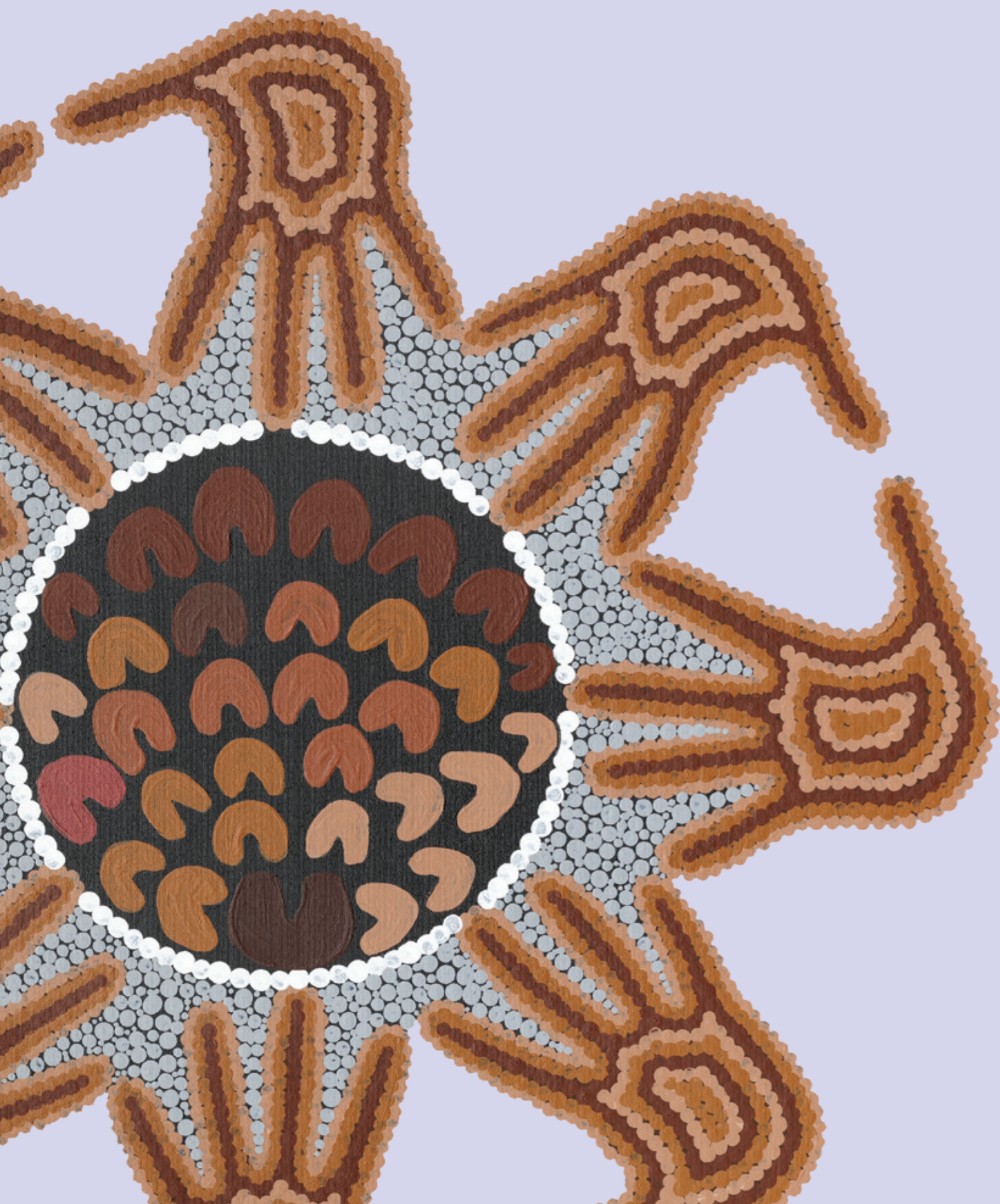
As one of the few informal working groups within QSO, the discussions are enjoyable, honest and open; all members are enthusiastic about bringing First Nations culture to life at QSO. Each one of us has Aboriginal and Torres Strait Islander personal friends and colleagues so we have a good source of anecdotal stories and lots of ideas to share.

Our obligation to support and guide this journey for our co-workers, as well as act as custodians of our initiatives and projects, means that we have a shared commitment to seeing success in this space. With Group members from across all areas of the business, we feel confident that we can shepherd sponsorship, funding, endorsement and participation from right across our Company. Our interest in First Nations cultural awareness and recognition will not dim over time, but only grow as we realise that this cultural journey is equal in importance to all other cultural work at QSO.

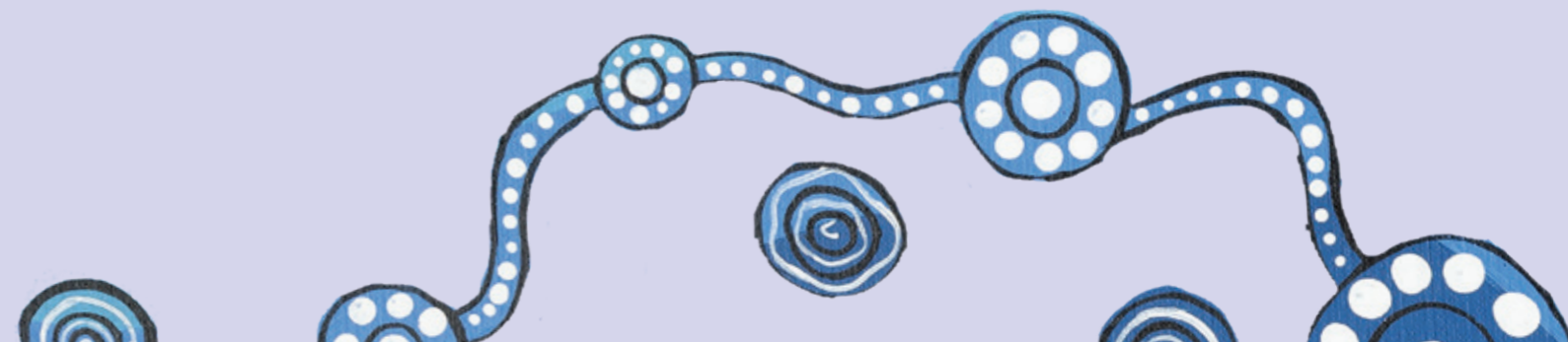
Aboriginal Centre for Performing Arts (ACPA)	SAT, 17 NOV 2012	Towards the Flame	Firebird (Suite)
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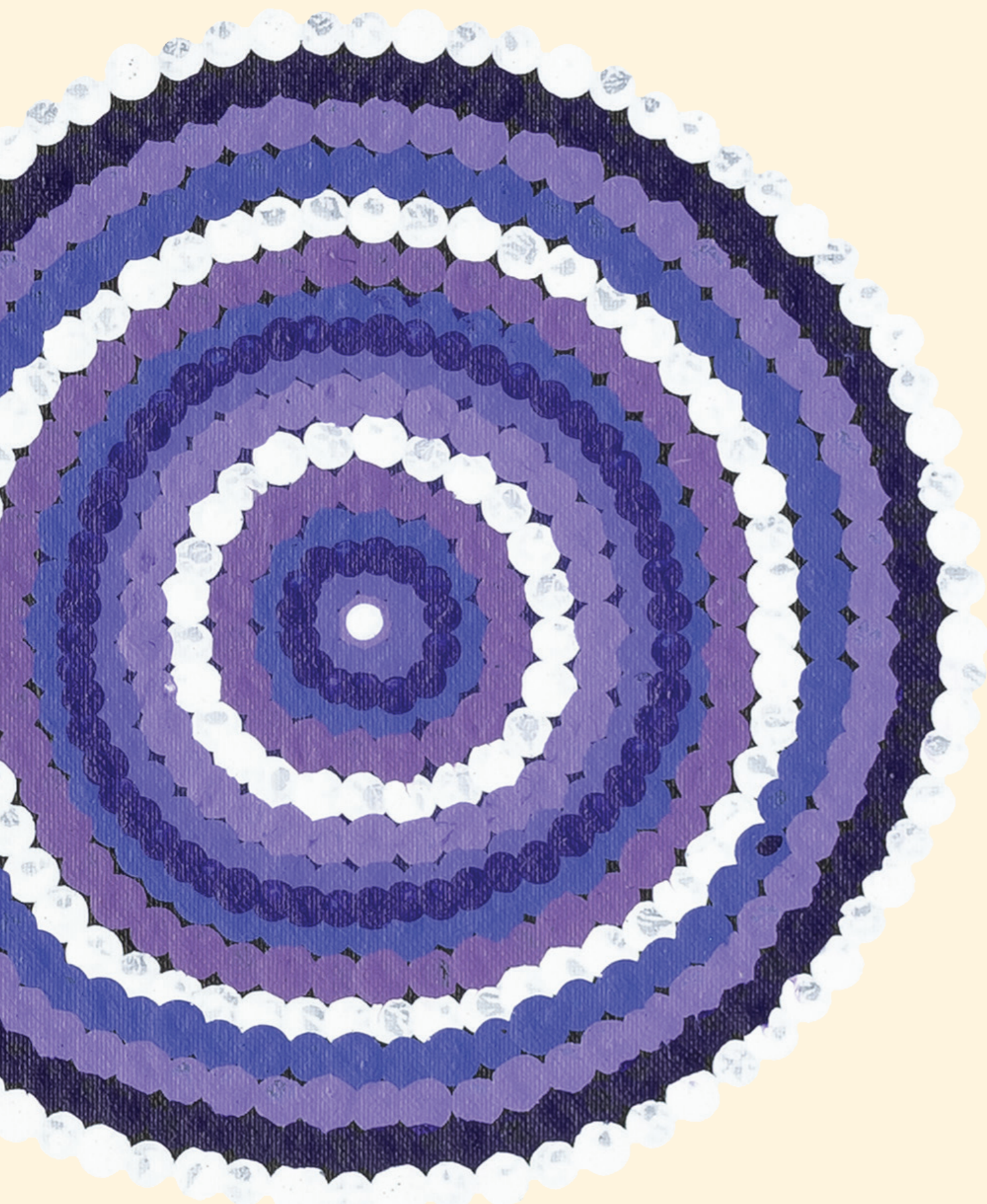
Relationships



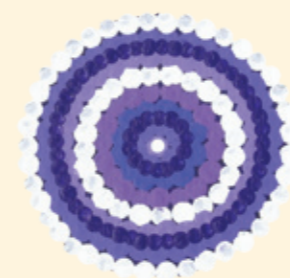
ACTION	DELIVERABLE	BY WHEN	RESPONSIBILITY
Establish and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders, communities and organisations.	Identify Aboriginal and/or Torres Strait Islander stakeholders and organisations within our local area/s.	MAR 2023	Director of Development
	Maintain and strengthen our relationship with Hymba Yumba Independent School through educational concerts and/or create workshops for students.	JUN 2024	QSO Education Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	NOV 2023	Chief Executive
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	APR 2023	Chief Executive
	Communicate our commitment to reconciliation publicly	APR 2023	Chief Executive
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	JUN 2023	Chief Executive
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	JUN 2023	Chief Executive
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	DEC 2023	Chief Executive
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	DEC 2023	Director of People & Culture
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	MAY 2023	Executive Assistant
	RAP Working Group members to participate in an external NRW event.	27 MAY – 3 JUN 2023	Executive Assistant
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 MAY – 3 JUN 2023	Director of People & Culture



Respect



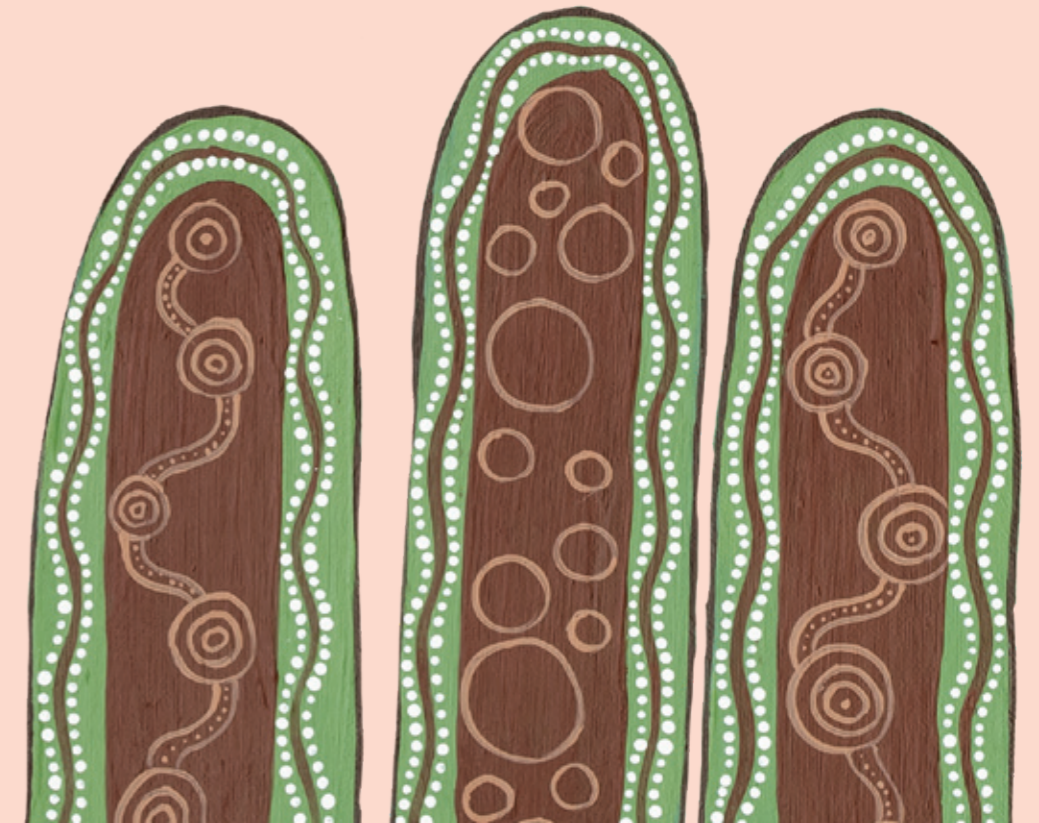
ACTION	DELIVERABLE	BY WHEN	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	APR 2023	Chief Executive
	Conduct a review of cultural learning needs within our organisation.	JUN 2023	Director of People & Culture
	Develop an annual First Nations cultural learning activity - information session, talk, presentation, cultural walk, online program, co-created artwork, etc. - that is available for all staff to access and participate in.	JUN 2023	Executive Assistant
	Build First Nations stories, connections and information into all QSO Regional Touring events, including Welcome to Country, meeting local Elders, and pre-tour briefing note to musicians.	JUN, AUG, SEP and NOV 2023	QSO Education Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff and Board understanding of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, language pronunciation, and general appropriate roles within cultural activities.	MAR 2024	Chief Executive
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	NOV 2023	Executive Assistant Support: RAP working group
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	JUN 2023	Executive Assistant
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	JUN 2023	Executive Assistant
	RAP Working Group to participate in an external NAIDOC Week event.	First week in JUL 2023	Chief Executive



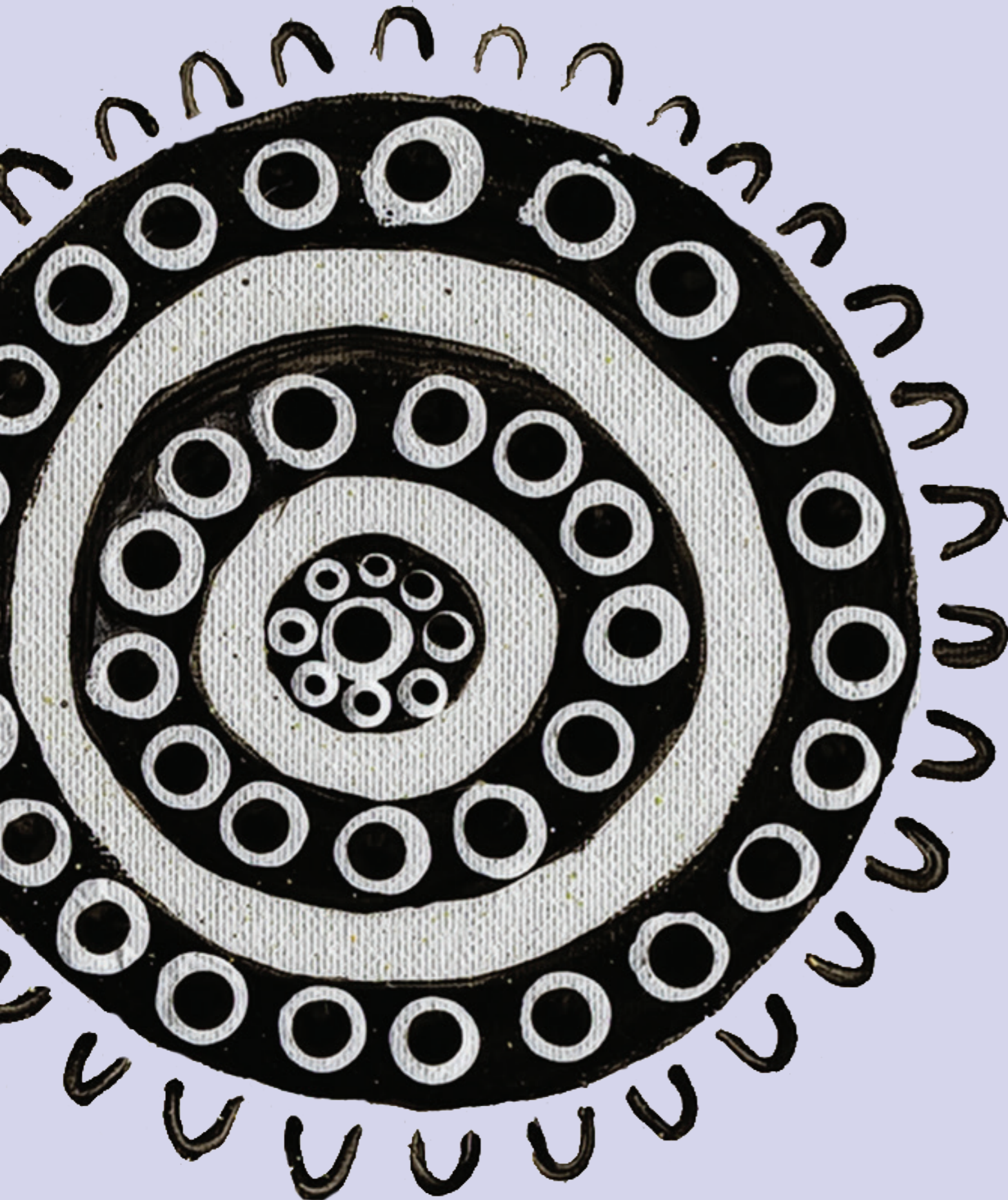
Opportunities



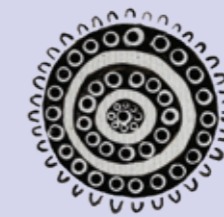
ACTION	DELIVERABLE	BY WHEN	RESPONSIBILITY
Embed artistic opportunity for Aboriginal and Torres Strait Islander artists to feature in the QSO annual program.	Commence a multi-year partnership with William Barton to mentor and develop the next generation of First Nations emerging artists in Queensland.	APR 2023	Director of Artistic Planning
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	FEB 2024	Head of People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	FEB 2024	Head of People & Culture
	Review our recruitment processes and procedures to ensure that we are clearly communicating our commitment to reconciliation and cultural safety in the workplace.	JUN 2023	Head of People & Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	JUN 2023	Director of Development
	Investigate Supply Nation membership.	APR 2023	Director of Development
	Commit to annual attendance of Queensland Aboriginal and Torres Strait Islander Business and Expo Forum.	MAR 2023	Director of Development
	Identify First Nations owned and operated businesses both in Brisbane and areas where QSO tours with the future aim to engage and employ services and products.	JUN 2023	Director of Development



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ACTION	DELIVERABLE	BY WHEN	RESPONSIBILITY
Maintain an effective RAP Working Group (RAPWG) to oversee the delivery of the Reconciliation Action Plan.	RWG to meet monthly to oversee RAP implementation and governance.	DEC 2023	Executive Assistant
	Establish Aboriginal and Torres Strait Islander representation on the RAPWG.	AUG 2023	QSO Chair & Chief Executive
	Ratify Terms of Reference for the RAPWG.	MAR 2023	Chief Executive
Provide appropriate support for effective implementation of RAP commitments.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	SEP 2023	Executive Assistant
	Report RAP progress to Board and Senior Leadership Team quarterly	APR, JUN, SEP, and NOV 2023	Chief Executive
	Include First Nations project and RAP information at each Company Meeting, full Business Team Meeting and Board Meetings.	APR, JUL, SEP and NOV 2023	Chief Executive
	Define resource needs for RAP implementation.	MAR 2023	CFO
	Engage senior leaders in the delivery of RAP commitments by adding RAP to Senior Leadership Team meetings agendas.	NOV 2023	Chief Executive
Continue our reconciliation journey by developing our next RAP.	Define appropriate systems and capability to track, measure and report on RAP commitments.	MAR 2023	Chief Executive
	Commence discussion and planning for at least three significant artistic activities to deliver throughout our next RAP.	NOV 2023	Director of Artistic Planning
	Register via Reconciliation Australia's website to begin developing our next RAP.	NOV 2023	Executive Assistant





QUEENSLAND SYMPHONY
ORCHESTRA

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