

Reconciliation Action Plan

April 2023 - March 2025





Acknowledgement of Country

Tourism and Events Queensland acknowledges the Traditional Owners of Country, Aboriginal and Torres Strait Islander peoples of Queensland. Queensland is the only place where these unique cultures meet, living side-by side, and we recognise their traditional custodianship over the lands and waters on which we at TEQ carry out our work.

We pay our respect to the Elders past, present and future and we are grateful for their continual connection to Country which enriches the ongoing work we do at TEQ. It is through this knowledge and connection to Country that we can inspire the world to experience the best address on Earth.

Glossary

CIAF - Cairns Indigenous Arts Fair

GCM - Gold Coast Marathon

EMQ - Events Management Queensland

NAIDOC - National Aborigines and Islanders Day Observance Committee

NRW - National Reconciliation Week

RA - Reconciliation Australia

RAP - Reconciliation Action Plan

RWG - Reconciliation Action Plan Working Group

TEQ - Tourism and Events Queensland

QTIC - Queensland Tourism Industry Council



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Foreword

Aboriginal and Torres Strait Islander Committee Co-Chairs

Aboriginal and Torres Strait Islander history dates back 60,000 years in Queensland - the only place in Australia where two of the world's oldest cultures meet and continue to live side-by-side. Tourism and Events Queensland (TEQ) can play an important role in reconciliation, promoting and enabling respect, inclusivity, awareness, trust and positive relationships between Aboriginal and Torres Strait Islander peoples and the Australian and global travelling public. Being the state's lead marketing and events agency, TEQ is also a leader for the industry, with actions towards reconciliation influencing a significant sector within Queensland.

TEQ's Aboriginal and Torres Strait Islander Committee guides the organisation's reconciliation actions as well as providing leadership and governance to TEQ's marketing and experience development activities with Aboriginal and Torres Strait Islander businesses and experiences.

Following the ground-breaking Year of Indigenous Tourism initiative (2020-2021), which coincided with TEQ's achievement of its first Reconciliation Action Plan (RAP), the organisation is now in a strong position to advance to an Innovate RAP - an achievement TEQ's Board and staff are immensely proud of. This RAP helps guide the organisation's actions and fosters cultural capabilities to elevate Aboriginal and Torres Strait Islander tourism and events experiences while also building trust and relationships with Aboriginal and Torres Strait Islander peoples. It also demonstrates our organisational commitment to Reconciliation.

We'd like to acknowledge our fellow Aboriginal and Torres Strait Islander committee colleagues and the dedicated TEQ team for all of your dedication and contributions on this important journey. As we spend the next two years achieving this plan, we will take big steps towards reconciliation.



Duane Fraser
Co-Chair



Nancy Bamaga
Co-Chair



Tourism and Events Queensland's Chief Executive Officer

At Tourism and Events Queensland (TEQ) we recognise Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of our state and we are collectively committed as an organisation to make our contribution towards reconciliation through our Reconciliation Action Plan (RAP). We are delighted to have progressed to an Innovate RAP, celebrating the successes our first Reflect RAP and focusing forward on the opportunities this next stage offers us as an organisation as well as the broader tourism and events industry across Queensland.

As storytellers for Queensland, TEQ is in a unique position to share the history and culture of our Aboriginal and Torres Strait Islander peoples through our marketing, as well as supporting tourism and events businesses to offer culturally immersive and educational experiences to travellers from around the world.

Resulting from our first RAP, our organisation has made significant progress towards our reconciliation goals and I am proud TEQ welcomed three new external advisors and one new young advisor to our Board's Aboriginal and Torres Strait Islander Committee, as well as appointing a dedicated Events and Experiences Director, focusing on Aboriginal and Torres Strait Islander culture, to our team in 2022. These appointments help guide and inform TEQ's activities and strategic approach in this sector and I thank them for their ongoing valued contribution to our organisation. I also thank TEQ team members who every day show such enthusiasm and commitment to showcasing Aboriginal and Torres Strait Islander experiences and to growing this sector.

Over the next two years we look towards building on the learnings and achievements of that RAP as we continue to elevate Aboriginal and Torres Strait Islander peoples, cultures and histories through our marketing and activities. We are committed to our vision which authentically embeds Aboriginal and Torres Strait Islander cultures within Brand Queensland's identity, elevating experiences and stories that accurately reflect the past and a dynamic future.

At TEQ we are also cognisant of our influential role as the state's lead marketing, tourism experience and destination development and major events agency and our role in encouraging Queensland's tourism and events businesses to undertake their own actions towards reconciliation and the elevation of Aboriginal and Torres Strait Islander experiences across the state. Together we can be part of change for the betterment of our state and country.



Patricia O'Callaghan
Chief Executive Officer



A message from Reconciliation Australia

Reconciliation Australia commends Tourism and Events Queensland on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Tourism and Events Queensland is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Tourism and Events Queensland on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Tourism and Events Queensland Reconciliation Action Plan Artwork

Tourism and Events Queensland recognises the importance of Queensland's Aboriginal and Torres Strait Islander cultures and heritage and as part of the production of this RAP identified an opportunity to feature original artworks that would celebrate and recognise our reconciliation journey.

Together with Cairns Indigenous Art Fair (CIAF), TEQ commissioned two artists to produce original artwork to feature at various points throughout TEQ's reconciliation journey. TEQ's Reflect RAP featured the artwork of Ms Mylene Holroyd. TEQ's Innovate RAP features the artwork of Ms Michelle Tyhuis.









A Spirited Journey

by Michelle J. Tyhuis



My artwork titled 'A Spirited Journey' celebrates Queensland's creative, cultural and environmental treasures. It is inspired by the connection I have to my Torres Strait Islander ancestry, and to the beautiful tropical country and seas where I live in Townsville North Queensland. The artwork tells a story from a First Nations perspective about special and sacred places by the water and the ways they uplift the spirit and entice us to be active participants.

Water, air and light feature strongly in my artwork because they are the elemental links between spiritual and physical worlds. I believe water communicates the sacred value of life and is important for the maintenance of traditional cultural practices and ceremonies - as it is the sustaining life force of our natural environment, along with clean air and the energy of our sacred Sun. From the mangroves and pandanus palms on the shore to the magnificence of our Great Barrier Reef, the shore to the sea is embraced and cared for by today's 'explorers' and future generations - we all have a responsibility to be gentle on country (land and sea) and to preserve it for the benefit of all of creation.

Through my artwork I hope to show that Queensland offers a beautiful sunny environment for tourism and events - when people visit and enjoy our communities, our communities thrive. I especially hope that visitors get the chance to experience Aboriginal and Torres Strait Islander peoples sharing their cultures through story, art, song and dance. This genuine interest and support grows our First Nations business economy and empowers people in our diverse communities.

Michelle J. Tyhuis is of Meriam Mer (Erub, Torres Strait Islands) and Dutch descent based in Townsville, Queensland. Michelle is an accomplished graphic designer, artist, illustrator and author who has been creating meaningful cultural artworks for organisations and community-based support services since 2003. Michelle creates drawings, canvas and digital artworks inspired by her cultural identity and spirituality as a proud First Nations woman and mother of three sons. Michelle has grown as an artist since her first canvas creation in 2001 and graduated with a Certificate III in Aboriginal and Torres Strait Islander Cultural Arts at North Queensland TAFE.

This document was proudly designed by Gilimbaa, a full-service research, communications and creative agency that specialises in the development of culturally relevant and engaging design and content for and with Aboriginal and Torres Strait Islander communities and connecting resources to communities in an effective and empowering manner. Gilimbaa means 'today' in the language of the Wakka Wakka people, and their work reflects the blending of the power and process of storytelling (and the role this plays in the education and celebration of culture and community) with innovative and effective communications processes and products.

Our business

Tourism and Events Queensland (TEQ) is a statutory body of the Queensland Government and is the state's lead tourism marketing, destination and experience development and major events agency. Working across government, and in partnership with regional tourism organisations, industry and commercial stakeholders, we aim to achieve economic and social benefits for the state by growing Queensland's tourism and events industry and driving overnight visitor expenditure.

TEQ is a consumer-led, experience-focused and destination-delivered organisation that connects people and places like never before through innovation and collaboration with the tourism and events industry.

TEQ's vision is to inspire the world to experience the best address on Earth and Aboriginal and Torres Strait Islander tourism has been identified as a valuable part of the Queensland experience. TEQ focuses on driving demand through Aboriginal and Torres Strait Islander tourism experience development and marketing activities. In addressing supply, TEQ works in partnership with broader government and industry to create an environment conducive to stimulating Aboriginal and Torres Strait Islander tourism product and event development, tangible business growth opportunities for existing operators and expanded employment opportunities across the industry.

As at 30 June 2022, there were 135 people employed at TEQ. Three (3) employees identified as Aboriginal and/or Torres Strait Islander people. TEQ's head office is located in Fortitude Valley in Brisbane, with one employee based in Cairns and five international hubs representing Queensland's tourism experiences around the world.

In June 2022, Mr John Huggins, a Bidjara and Birri Gubba Juru man, commenced in the role of Events and Experiences Director, leading activity across TEQ to grow Aboriginal and Torres Strait Islander tourism in Queensland through consumer marketing, destination and experience development and events.

TEQ is a reframing entity under the *Public Sector Act 2022* and supports the Queensland government in reframing its relationship with Aboriginal peoples and Torres Strait Islander peoples, being Australia's first peoples, as well as developing the cultural capability of our organisation.

TEQ Aboriginal and Torres Strait Islander Board Committee

Ms Nancy Bamaga and Mr Johnathan Thurston AM joined the TEQ Board in August 2018, the first Torres Strait Islander and Aboriginal people respectively, to be appointed to the Board.

TEQ established a new sub-committee of the TEQ Board in December 2019 - the Aboriginal and Torres Strait Islander Committee. The role of the Aboriginal and Torres Strait Islander Committee is to guide TEQ's reconciliation activities and provide leadership and governance to Aboriginal and Torres Strait Islander experience development and messaging in Queensland.

The Committee was established with four key guiding principles which will ensure cultural obligations are fulfilled and Aboriginal and Torres Strait Islander peoples are championed:

1. Respect of differences, diverse knowledge, communities and rights;
2. Reciprocity through equitable give and take based on respect, relationships and sharing;
3. Relationships that are positive and two-way; and
4. Reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

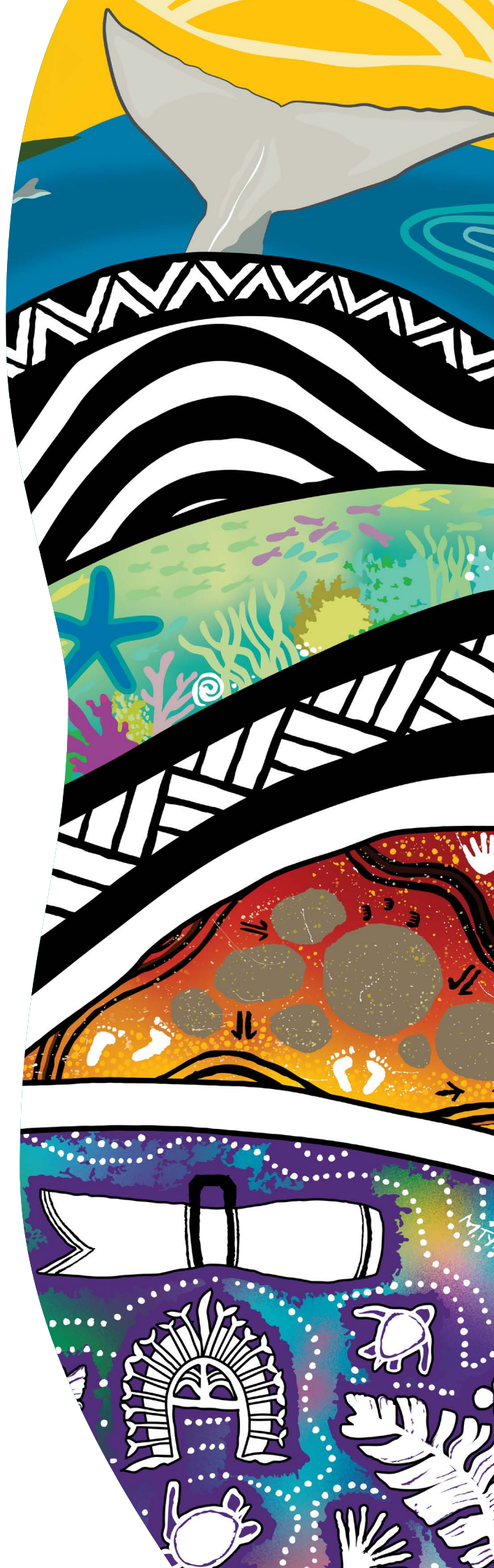
The Committee's duties and responsibilities are to:

- Guide the RAP Working Group and support the development of TEQ's Reconciliation Action Plan and champion TEQ's activities in reconciliation and inclusivity;
- Shape Queensland's Aboriginal and Torres Strait Islander tourism story and enhance the prominence of Queensland Aboriginal and Torres Strait Islander experiences and events within the broader Queensland story; and
- Aboriginal and Torres Strait Islander tourism experience development.

The development of TEQ's Reflect Reconciliation Action Plan (RAP) was one of the first action items identified by the Committee.

Mr Thurston completed his tenure on the Board in August 2021 and TEQ welcomed new Board members including Duane Fraser, a Wulgurukaba and Bidjara Traditional Owner.

A new Aboriginal and Torres Strait Islander Committee was elected in August 2021, followed by the appointment of external advisors and observers in February 2022. Ms Nancy Bamaga and Mr Duane Fraser co-chair the Committee which comprises four Board members, three external representatives and a young tourism leader as an observer.



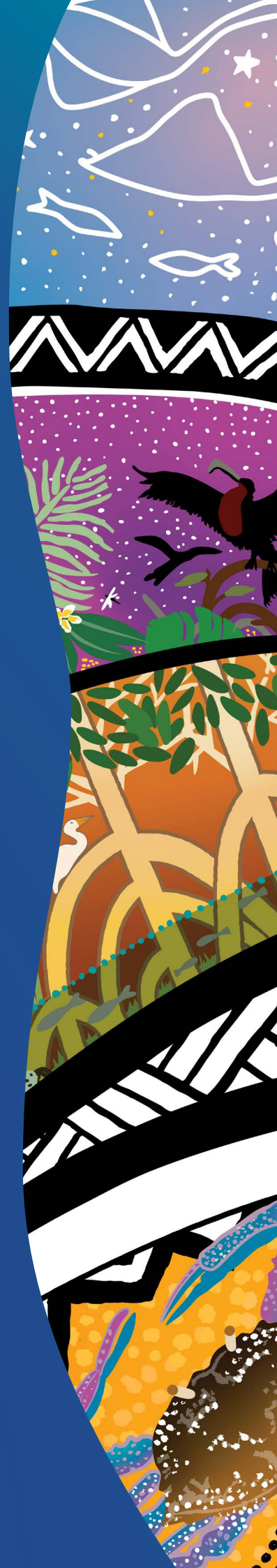
Our vision for Reconciliation

Our vision for Reconciliation is where Aboriginal and Torres Strait Islander peoples, cultures and histories are celebrated and truth telling is deeply valued. Where equal opportunity and self-determination support economic, environmental, and social benefits amongst community and growth of the Queensland tourism and events industry. Our vision authentically embeds Aboriginal and Torres Strait Islander cultures within Brand Queensland's identity, elevating experiences and stories that accurately reflect the past and a dynamic future.

We will achieve our vision by inspiring the world to experience and appreciate the best address on Earth, inviting travellers to meet authentically and respectfully on land and sea country, to leave transformed and motivated to enact change.

We value Aboriginal and Torres Strait Islander peoples as Queensland's original storytellers. Queensland is the only place where Aboriginal and Torres Strait Islander cultures meet, providing visitors the opportunity to walk in the footsteps of the world's two oldest living cultures. Travellers will be invited to connect through transformative storytelling and events and experiences delivered by Aboriginal and Torres Strait Islander peoples, and the broader tourism industry will be inspired to partner with, and appropriately acknowledge Traditional Owners, cultures, and histories within their experience delivery.

TEQ is committed to growing awareness and cultural capability amongst employees to ensure a deeper appreciation of histories and cultures, to provide a culturally safe and empowered work environment and position our team as reconciliation leaders. We also encourage the tourism industry to be proactive change agents within their communities, to embrace participation and outcomes that support reconciliation.





Our Reconciliation Action Plan

TEQ's Board and employees are excited to develop and launch our Innovate Reconciliation Action Plan (RAP) because it continues our commitment to advancing social and economic outcomes for Aboriginal and Torres Strait Islander peoples and progressing TEQ's contribution to reconciliation.

Aboriginal and Torres Strait Islander experiences in Queensland have, and continue to, play a vital role in Queensland's economic recovery. More than ever there is a demand for authentic cultural experiences and through initiatives delivered as part of Queensland's Year of Indigenous Tourism in 2020 and 2021, the incredible array of Aboriginal and Torres Strait Islander experiences available in Queensland were celebrated. Visitors continue to be encouraged to learn about and experience one of the world's oldest living cultures.

TEQ's RAP is an acknowledgement of the vital role Aboriginal and Torres Strait Islander experiences play in our industry.

The RAP acknowledges the past and moves TEQ into the future, leading the industry through this important action. It includes clear goals for TEQ to achieve and demonstrates to Queensland's tourism and events industry that we can all contribute to reconciliation in Australia.



Our RAP Working Group

TEQ's Reconciliation Action Plan Working Group (RAP WG) are devoted to creating meaningful change and ensuring TEQ progresses on its journey of reconciliation.

Championed by the Group Executive Corporate and Industry and chaired by the Director Stakeholder and Industry Engagement, the RAP WG comprises employees from each TEQ Group who meet monthly to discuss deliverables and opportunities relating to the RAP and report TEQ's achievements and outcomes to the Aboriginal and Torres Strait Islander Committee.

Three of TEQ's RAP WG members identify as Aboriginal and/or Torres Strait Islander people.

Corporate and Industry Group

Nick Elliott, Group Executive Corporate and Industry
Laura Jones, Stakeholder and Industry Engagement Director
Sally Trestrail, Finance and Planning Director
Diana Cuman, People and Leadership Director
Kelly Reynolds, Planning Specialist
Madelynne Spry, Board and Government Relations Specialist
Rosemary Kapa, Corporate Specialist
Jesse Downes, Stakeholder and Industry Engagement Specialist
Steven Gosarevski, Research Specialist

Events and Experiences Group

John Huggins, Events and Experiences Director
Stephanie Marshall, Events and Experiences Leader - Operations
Evelyn Kimber, Experience Design and Development Specialist

Marketing Group

Carmenza Cespedes, Strategy, Value and Growth Director
Paul Summers, Director Japan and Korea
Michael Sommer, Industry Partnerships Program Leader
Laura McLaren, Planning, Insights and Performance Specialist

Our Reconciliation journey so far

TEQ has actively sought to deepen understanding of culture and improve commitment to reconciliation.

The appointment of our first Aboriginal and Torres Strait Islander Board members in 2018 and the creation of the Aboriginal and Torres Strait Islander Board Committee in 2019 were major milestones in elevating Aboriginal and Torres Strait Islander voices at the most senior level of our organisation.

In 2021 TEQ launched its inaugural Reflect RAP. One of the most significant changes in our organisation since then has been the growing desire from employees to learn more about Aboriginal and Torres Strait Islander cultures and the importance of reconciliation. This has been strengthened through education and a dedication toward action, with 93 per cent of employees agreeing that TEQ's commitment to reconciliation has increased their knowledge of Aboriginal and Torres Strait Islander cultures¹.

There has been an uplift in participation during events for National Reconciliation Week and NAIDOC Week and in the number of employees undertaking cultural awareness training and Aboriginal and Torres Strait Islander tourism experiences on Country.

In addition, TEQ has become a more progressive environment for advancing employment opportunities for Aboriginal and Torres Strait Islander peoples. TEQ includes a statement on its corporate website career

page and vacant position descriptions encouraging Aboriginal and Torres Strait Islander peoples to apply. As at 30 June 2022, three employees identify as Aboriginal and/or Torres Strait Islander people.

As a leader in the tourism industry, TEQ continues to play a role in influencing key partners and stakeholders to consider Aboriginal and Torres Strait Islander cultures and employment opportunities, particularly in the events sector (further information is provided in the case studies below).

Key learnings during our RAP journey continue to influence all aspects of our business including TEQ's own brand direction, marketing purpose and influence with external stakeholders. With the Year of Indigenous Tourism (YOIT) declared in 2020 and extended into 2021, TEQ's momentum towards advancing reconciliation with Aboriginal and Torres Strait Islander peoples has strengthened.

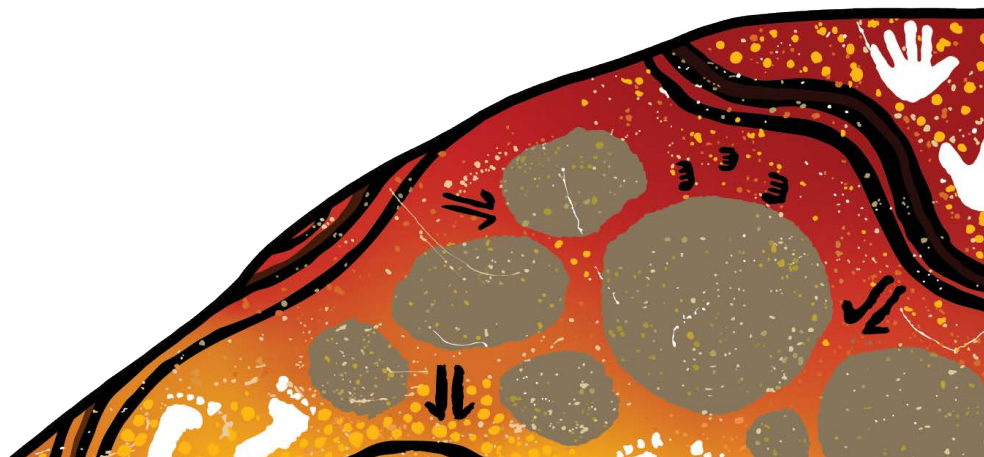
Aboriginal and Torres Strait Islander experiences and cultures are increasingly showcased through TEQ's marketing and storytelling, as well as through new imagery used in promotional campaigns. The importance of Aboriginal and Torres Strait Islander cultures has been embedded into the heart of our brand.

As we move forward with our Innovate RAP, we will see this spirit of reconciliation become further embedded in all aspects of our organisation.

Key challenges and learnings

TEQ's RAP Working Group have discussed the key challenges and learnings throughout the development and implementation of TEQ's Reflect RAP. A summary of key learnings is listed below:

- Cultural competency and capability are crucial with team members across the organisation having various levels of understanding resulting in some missed opportunities or miscommunication. TEQ's Innovate RAP sets out to improve this knowledge and build on the cultural training delivered to date.
- Making cultural learning resources accessible and engaging. Elevating our cultural resources on TEQ's intranet has allowed for easy accessibility and greater engagement from employees, however some have felt even this information might be too basic. QTIC have recently released a *Best Practice Guide for Working with First Nations Tourism in Queensland* that will help improve understanding around respectful engagement, native title and cultural protocols for working with Aboriginal and Torres Strait Islander businesses and communities, that TEQ have shared with the industry and internally.
- A need to stay flexible, particularly when working with Aboriginal and Torres Strait Islander businesses who may not be able to respond to quick turnaround opportunities, such as photoshoots, which prove challenging with short lead times.
- Ensure our policies and procedures continue to evolve to elevate thinking and find solutions that are inclusive and provide opportunities and protections for Aboriginal and Torres Strait Islander peoples including regular review of recruitment, procurement, and intellectual property guidelines and policies.
- In working closely with Supply Nation, TEQ's procurement structure has evolved to promote greater opportunities for more businesses, including Aboriginal and Torres Strait Islander owned and operated businesses. For example, TEQ now actively seeks to divide large tender opportunities into smaller components to encourage more businesses to respond, as opposed to one large tender opportunity that only a select few businesses can satisfy.
- Sometimes there is inaction due to employees being worried about doing the wrong thing, particularly when it comes to introducing traditional language and place names. It has taken a long time to identify the source of truth and to be comfortable that we are using the correct language. Learning is an ongoing process that TEQ is committed to.
- Acknowledging the importance and uniqueness of Aboriginal and Torres Strait Islander cultures and histories is not only important to our corporate work but also for travellers. Brand Queensland is strengthened by including Aboriginal and Torres Strait Islander tourism experiences, talent/artists/singers into marketing, PR, and content initiatives.
- Activating our sphere of influence to its greatest potential. As leaders in the tourism and events industry, TEQ is in a unique position to influence our key partners and stakeholders and provide case studies and relevant examples to demonstrate the importance and outcomes of working with Aboriginal and Torres Strait Islander businesses to support economic and social outcomes. There is always more TEQ can do to proactively and effectively activate its sphere of influence and additional opportunities have been identified in the upcoming Innovate RAP.
- Being Bold. TEQ's Innovate RAP is an opportunity to take the next step and set formal targets and KPIs to keep striving toward greater outcomes.
- Staying engaged. The RAP Working Group strived to keep employees engaged in sharing key achievements and important reconciliation dates. Utilising internal communication platforms such as weekly whole-of-organisation meetings, intranet, internal e-newsletters, morning teas and other channels, held the interest and engagement of team members and kept engagement high resulting in a desire to achieve RAP actions. It will be important to maintain this momentum moving forward.





Milestones

Reflecting upon learnings and achievements has been an important process for developing the next stage of TEQ's reconciliation journey. The following milestones demonstrate TEQ's increasing trajectory toward engagement and deliverable actions and highlight some of the key achievements from our Reflect RAP delivered between July 2021 and July 2022.

Employment of an Aboriginal intern via Career Trackers to provide meaningful, paid industry experience for a current university student.

Cultural awareness training for TEQ employees, delivered by Gilmibaa.

An opportunity for TEQ employees to participate in a Brisbane Greeters Aboriginal Public Art Greet during National Reconciliation Week to learn more about Aboriginal artists and the intended meaning behind their work.

Interactive art classes with an Aboriginal artist during NAIDOC Week to celebrate Aboriginal culture and learn about the meaning of NAIDOC.

Integration of Aboriginal and Torres Strait Islander place names to TEQ office meeting rooms to support the awareness and use of Aboriginal and Torres Strait Islander languages.

Ms Nancy Bamaga and Mr Johnathan Thurston AM joined the TEQ Board in August 2018, the first Torres Strait Islander and Aboriginal peoples, respectively, to be appointed to the Board.

Engagement of Murawin Pty Ltd to support the development of TEQ's Reflect RAP.

Interactive activities during a whole-of-organisation Team Gathering, including a painting class with a Kuku Yalanji artist and a weaving workshop with a Torres Strait Islander craftsperson.

Year of Indigenous Tourism declared by the Queensland Government and extended in 2021 due to the COVID-19 pandemic.

Created a diverse RAP Working Group to ensure a mechanism was in place to drive governance, promote transparency and all deliverables of the RAP.

Aboriginal and Torres Strait Islander Experience Guide produced for quick reference for employees and external stakeholders like media and travel trade.

2017

2018

2018-2022

Aboriginal and Torres Strait Islander internship, undertaken via the University of Queensland, providing paid professional work experience and an entry point to an ongoing role at TEQ.

2019

Cultural awareness training for TEQ employees delivered by Tom Kirk.

Formation of the Aboriginal and Torres Strait Islander Board sub-committee, with external advisors, to guide TEQ's reconciliation activities and provide leadership on TEQ's role in Aboriginal and Torres Strait Islander tourism and events.

2020

Queensland Virtual Media Showcase held online in the United States featuring representatives from Jelluralg Aboriginal Cultural Centre delivered to over 40 writers and journalists.

National Reconciliation Week screening of *The Australian Dream* to understand Aboriginal and Torres Strait Islander perspectives on race and identity.

TEQ employees experienced several Aboriginal and Torres Strait Islander tourism experiences and learned firsthand about Aboriginal and Torres Strait Islander cultures through participation in QTIC's NAIDOC Week famil program.

TEQ International Offices in Korea and the United Kingdom conducted online painting classes facilitated by Jelluralg and Brisbane-based employees for an international trade audience.

Developed a range of materials for employees including Guidelines for Aboriginal and Torres Strait Islander Terminology, Guidelines for Acknowledgement of Country and other resources employees can access and implement into their work and everyday lives to increase cultural awareness and understanding.

Development of TEQ's Indigenous Cultural and Intellectual Property Policy and Guidelines to ensure appropriate acknowledgement is given to Aboriginal and Torres Strait Islander artwork, stories, sites, traditional knowledge and imagery in TEQ publications and marketing materials.

Updated the Queensland Style Guide to integrate Aboriginal and Torres Strait Islander placenames and languages as appropriate across TEQ assets and channels.

Increased supplier diversity with Supply Nation and embedded this into our procurement policies (further information is provided in the case study below).

Launch and celebration of TEQ's inaugural Reflect RAP - Queensland's Tourism Minister, TEQ Board members, TEQ employees and other special guests in attendance were treated to special guests from Spirits of the Red Sand and Wagga Torres Strait Island Dance Company who led TEQ in a Welcome to Country and dance performance.

Engagement of one additional Aboriginal and Torres Strait Islander employee.

Included a new clause in TEQ's event contracts to encourage event proponents to consider and increase their employment of and partnerships with Aboriginal and Torres Strait Islander peoples (further information is provided in the case study below).



Reflect RAP launch 2021 with Wagga Torres Strait Dance Company

2021

2022

Cultural intelligence workshops for TEQ employees, delivered by Banaam.

Three new external advisors (Delvene Cockatoo-Collins, Suzanne Thompson and Brian Warner) and a new young advisor (Kieron Anderson) were appointed to the Aboriginal and Torres Strait Islander Committee at the February meeting.

Reviewed TEQ's procurement and human resource policies to expand on Aboriginal and Torres Strait Islander procurement and employment objectives.

Various activities during National Reconciliation Week including a morning tea for all Brisbane-based employees with Traditional Owner guest speaker Aunty Flo Watson OAM, along with a video of employees sharing what reconciliation means to them, in addition to various educational opportunities and resources to increase knowledge and understanding.

NAIDOC Week activities including TEQ representation at the annual QTIC NAIDOC Week corporate breakfast; resource sharing via internal channels; posters displayed across the TEQ Brisbane office and two Aboriginal and Torres Strait Islander employees sharing their stories with the organisation via videos.

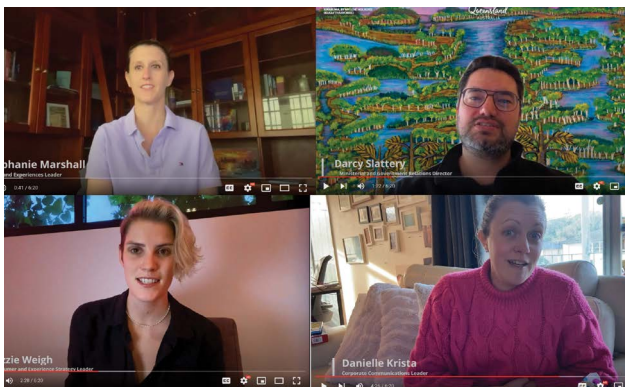
Installed the Australian, Aboriginal and Torres Strait Island flags in TEQ's Brisbane office.

Engagement of two additional Aboriginal and Torres Strait Islander employees.

Familiarisations with Aboriginal and Torres Strait Islander-owned tourism operators for the TEQ Board and Executives to participate in as part of in-region Board meetings.

Included a new clause in Tourism Network Funding (TNF) grant contracts to encourage Regional Tourism Organisations to source products and services relating to TNF activities from Aboriginal and Torres Strait Islander businesses operating within Queensland, and to support employment opportunities for Aboriginal and Torres Strait Islander peoples.

Organised an interactive panel at the Australian Indigenous Tourism Conference to assist emerging and current Aboriginal and Torres Strait Islander operators in Queensland to understand the benefits of becoming 'distribution ready' and to build these operators' capacity to be included in future tourism trade initiatives.



TEQ team members share what Reconciliation means to them during NRW 2022

Case Studies

Aboriginal And Torres Strait Islander partnerships as part of TEQ event contracts

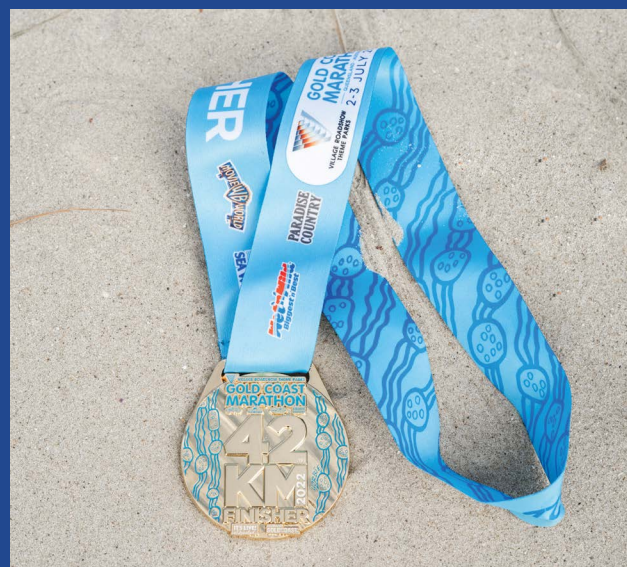
TEQ encourages partnerships with Aboriginal and Torres Strait Islander peoples and conducting an Acknowledgement of and/or Welcome to Country at major events within Queensland and advocates for event proponents to consider and increase their employment of and procurement from Aboriginal and Torres Strait Islander peoples and businesses, through TEQ event agreements.

From January 2021, TEQ amended its major event contracts to include the clause below. This demonstrates the broad depth of consideration TEQ has given to providing leadership to our tourism and events industry and enacting influence with partners.

The clause reads as follows:

- a. *Use reasonable endeavours to:*
 - Source products and services for the Event from suppliers within Queensland (in particular from x), and where possible from Indigenous Business(es) operating within Queensland:*
 - Support employment opportunities for Aboriginal and/or Torres Strait Islander peoples in connection with the Event; and*
 - Where appropriate (to be determined by the Event Organiser acting reasonably), include as part of, or promote in connection with, the Event a 'Welcome to Country', Indigenous arts and cultural showcases and/or in-region Indigenous tourism experiences.*

The following examples highlight two event organisers that have increased their engagement and partnership with local Aboriginal and Torres Strait Islander groups as part of their event delivery. While the outcomes for these events represent a significant step forward, TEQ recognises the need for greater cultural education amongst event partners and stakeholders to ensure cultural diplomacy and local Traditional Owners are introduced and engaged.



Events Management Queensland (EMQ) - Gold Coast Marathon July 2022

Events Management Queensland incorporated several initiatives into the delivery of the Village Roadshow Theme Parks Gold Coast Marathon in July 2022 to support the employment of Aboriginal and Torres Strait Islander peoples and to acknowledge the Traditional Owners and country the event is delivered on.

EMQ commissioned local artist, Lisa Sorbie Martin, to develop artwork that would feature across a range of assets for the 2022 Gold Coast Marathon (GCM) including the race number bibs, medals and finisher's T-shirts. The event organisers connected with Sorbie through the City of Gold Coast First Nations Artist Program and held a local media event to release the medal designs and acknowledge Lisa's artwork. EMQ also produced a film to document the project, highlighting Sorbie's contributions, for release on social media to promote the event.

An Acknowledgement of Country was made in all official speeches and at the Elite Athlete Media Conference as well as at the start of the marathon. An acknowledgement of the Traditional Owners was also incorporated into the company email signatures.



Inspiring the artwork

Sorbie shared the following insights about the Gold Coast Marathon 2022 which inspired her artwork:

“The Village Roadshow Theme Parks Gold Coast Marathon is a significant event that gathers and welcomes people from far and wide, those who share a particular and similar passion and zeal in life. There are no boundaries of where they come from, or differences in their body type and mindfulness, nor the colour of their skin – all are given the same and equal opportunity to enjoy their like-minded enthusiasm with no barriers or tolerance for discrimination.

‘Place of Meeting’...on this Country where the ‘People of the Yugambah Language’ are Traditional Owners, enthusiasts merge to put their feet on sacred ground; to participate, have fun, compete, champion one another and yarn about their life experiences. Some rekindling old friendships and others meeting for the first time.

“This event exudes the sense of celebration with laughter and some who shed tears until the next time to be together. This is the natural ‘Ebb & Flow’ of enjoyment with our fellow human, just like the ebb and flow of the ocean, rivers, and life - we all love to share community, of being with our own tribe to gather on an occasion in the good spirit of competition and a heart of genuine camaraderie mingled with fun, to cheer achievements and pay respect to all who participated and those who endured through arduous commitment to challenge themselves personally and receive their accolade in their race. All are celebrated at The Village Roadshow Theme Parks Gold Coast Marathon.”

To reflect this, Sorbie created two artworks depicting the ebb and flow of people coming together at the marathon as it follows the waterways of the Gold Coast.

Sorbie’s work was featured at locations at the start and finish of the course and on the Finishers’ medals and ribbons, as well as on the uniforms worn by the crew and volunteers and other finishers’ rewards.

About the artist

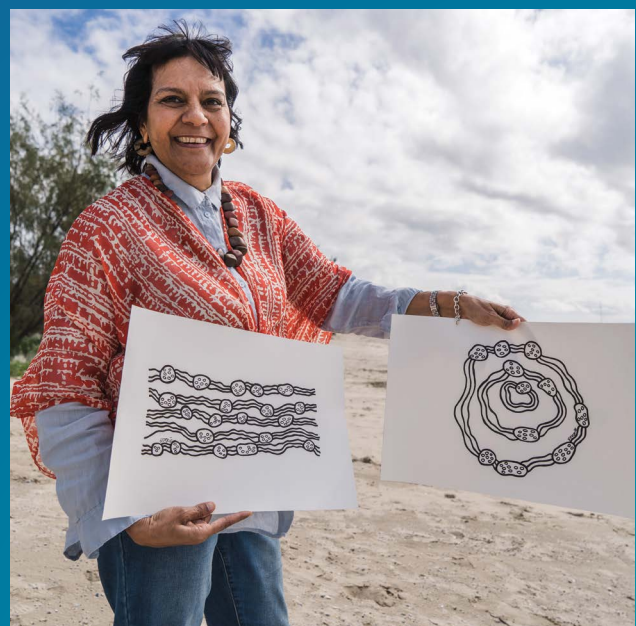
Lisa Sorbie Martin

Artist, Designer, Curator, Consultant and Cultural Educator

Sorbie, or Lisa as known by most, is of Torres Strait Island descent from Mua and Murray Islands. She was named after her grandmother ‘Sorbie’ which means ‘Wild Water Cherry’ – a fruit only grown on the beautiful islands where her families originate from. A Gold Coast based artist, Sorbie creates visual art, textile design, wearable art, ceramics and public art.

She is a creative innovator weaving culture and creativity together to produce and tell stories in any community that is site specific with the use of innovative materials, connecting with both Aboriginal and Torres Strait Islander and non-Indigenous stories, meaning and/or environment is certainly her signature and strength leaving a legacy of history and culture to enhance, enrich and educate its observer.

Sorbie’s passion and inspiration comes from her family, faith, culture and the magnificent world we live in.



Cairns IRONMAN

Since the development of the Cairns Ironman event the team have worked to evolve and grow its partnerships with Traditional Owners in the region through several initiatives which are now incorporated in the event each year. Partnerships and increased acknowledgement continue to grow as the event evolves, with the following initiatives delivered over the last few years:

2021

- Welcome to Country – Palm Cove only.
- Boomerangs presented to Pro winners by Kel Williams from Umi Arts.

2022

- Welcome to Country in both venues to acknowledge the two different countries the course crosses – Cairns Esplanade and Palm Cove.
- Worked with Gavin Singelton – Dawul Wuru Aboriginal Corporation to present Boomerangs to Pro winners by local artist Kel Williams, Umi Arts.
- Acknowledgment of Traditional Owners incorporated into company email signatures company-wide and in the Race Director Welcome Message which appears in the Athlete Information Guide.
- Children from AFL Cape York House² in Cairns were offered free entry to the IRONKIDS event COUCH Fun Run Friday and Saturday.

Cairns IRONMAN is looking to grow and implement additional initiatives in 2023 including:

- Displaying emblems of both countries the course crosses on the athletes' race bib;
- Incorporated an arch into the course notifying athletes they were entering another country;
- Engaging a local artist to create a mural in the expo area; and
- Increasing its involvement with Cairns AFL House.

² AFL Cape York House is a residential facility in Cairns for young Aboriginal and Torres Strait Islander men who come from remote communities in Far North Queensland. The house provides a secure, culturally appropriate place to live while they attend school during the day.

TEQ's procurement policy

TEQ is committed to empowering Aboriginal and Torres Strait Islander suppliers and understands that since every \$1 spent with Aboriginal and Torres Strait Islander suppliers generates \$4.41 of social return³ and these suppliers are 100 times more likely to employ other Aboriginal and Torres Strait Islander peoples, our investment can help support and sustain Aboriginal and Torres Strait Islander communities.

TEQ has embedded this commitment through its Reflect RAP, supported with procurement policies wherein employees are required to invite Aboriginal and Torres Strait Islander suppliers to quote on goods and services in targeted expenditure categories.

As a member, TEQ works closely with Supply Nation and advocates the social benefits of utilising Aboriginal and Torres Strait Islander suppliers within TEQ through employee training and awareness sessions.

Some supplier success stories include:

Muru Office Supplies are a purpose-driven, community-focused organisation that contributes a percentage of all profits to education, employment and health and wellbeing initiatives that support Aboriginal and Torres Strait Islander communities. TEQ utilise Muru Office Supplies for office and consumables supplies.

Multhana Property Services purpose is to create training and employment opportunities for Aboriginal and Torres Strait Islander peoples in the Queensland landscaping, construction and building maintenance and cleaning industry. TEQ utilise Multhana for electrical services and we work closely to expand these opportunities.

Gilimbaa is a full-service creative agency specialising in strategic and connected communication. They are driven by the power and process of storytelling and the role this plays in the education and celebration of culture and community. Gilimbaa has worked closely with TEQ on creative services for the Year of Indigenous Tourism and designing the Innovate RAP.

FigJam and Co Catering showcases a fusion of classic Aussie farmhouse preserves and condiments with the traditional Aboriginal native flavours of the Australian bush. TEQ regularly purchases their delights for organisational catering needs.

³ Source: Supply Nation: "The Sleeping Giant" report.

Creative and cultural guidelines and protocols

In 2020 and 2021, the Queensland Government's Year of Indigenous Tourism initiative elevated many Aboriginal and Torres Strait Islander cultural experiences across our state.

As part of TEQ's marketing activity, for the Year of Indigenous Tourism, an opportunity emerged to capture footage and imagery of the Spirits of the Red Sand experience, in partnership with Channel 7, to promote the experience to travellers.

TEQ followed creative and cultural guidelines and protocols to ensure a successful engagement with the Spirits of the Red Sand experience, as described below.

The lead up

Spirits of the Red Sand is a live roving theatre and dinner experience that takes the audience beyond Dreamtime to 1800s Australia when the British and Aboriginal ways of life collided.

TEQ approached Spirits of the Red Sand with an opportunity to be featured in a production shoot which would include still imagery and vision, a YouTube video on the Queensland channel and a dedicated episode on Channel 7's *'Weekender'* television program.

When Spirits of the Red Sand confirmed their interest and participation in the opportunity, the TEQ team worked with them to arrange a suitable date to commence pre-production.

Regular correspondence between TEQ, Channel 7 and the operator ensured cultural sensitivities were identified and there was mutual comfort around what was to be captured. Spirits of the Red Sand were consulted on everything from interview questions to storyboards.

“We appreciated that Tourism and Events Queensland kept us up to date through the pre-production process and consulted us on cultural issues. Because of this, we felt at ease in TEQ capturing our experience.”

**Kerryn Collins, Director of Marketing,
Spirits of the Red Sand**



During the shoot

When the TEQ production crew arrived, introductions with the Spirits of the Red Sand team took place. This ensured rapport was established before the work commenced.

“The TEQ team took the time to get to know the Spirits of the Red Sand team. This was great as it made sure every staff member was at ease and understood what was going to happen during the shoot.”

Kerryn Collins, Director of Marketing, Spirits of the Red Sand

When production began, the TEQ production crew ensured the operator felt comfortable with every element being captured, from the performances to the music. For the interviews TEQ followed cultural protocols such as having a male crew member interview the Aboriginal male spokesperson.

At the end of the shoot, TEQ thanked the staff and communicated the expected delivery times for the photos and videos captured and confirmed when the Channel 7 Weekender episode would go live.

Leveraging the assets

The photo and video assets captured by the TEQ team have been used in TEQ's marketing activity and by the wider tourism industry including Tourism Australia and Brisbane Economic Development Agency. The Channel 7 *Weekender* broadcast episode featuring Spirits of the Red Sand was viewed by an audience of 400,000.

Spirits of the Red Sand has also benefitted from having access to the content for use in their own marketing activity.

Through respecting cultural protocols, both TEQ and Spirits of the Red Sand successfully worked together to achieve mutually beneficial outcomes.

“The content Tourism and Events Queensland captured shows our experience perfectly. Because of this, we now use this content to market our experience globally at events such as the Australian Tourism Exchange (ATE). We are grateful for our relationship with Tourism and Events Queensland and look forward to continuing to work together.”

Kerryn Collins, Director of Marketing, Spirits of the Red Sand



Relationships

The Queensland Government and the Reparations Taskforce have developed a Statement of Commitment to affirm the joint commitment to a reframed relationship with Aboriginal and Torres Strait Islander peoples and the Queensland Government. As a statutory body of the Queensland Government, TEQ is fully committed to the Path to Treaty and recognises that sustained and inclusive engagement with Aboriginal and Torres Strait Islander peoples, including truth telling, is essential in developing culturally respectful partnerships based on openness, trust and mutual understanding.



Relationships



| Action | Deliverable | Timeline | Responsibility |
|---|---|-------------------------------|---|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | • Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | October 2023 | Events and Experiences Director |
| | • Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | October 2023 | Events and Experiences Director |
| | • Establish and strengthen existing targeted relationships with Aboriginal and Torres Strait Islander representative organisations and groups within the tourism industry. | December 2023 and 2024 | Events and Experiences Director |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to TEQ employees and stakeholders. | May 2023 and 2024 | Lead: RWG Chair Support: People and Leadership Director |
| | • RAP Working Group members to participate in an external NRW event each year. | 27 May - 3 June 2023 and 2024 | Lead: RWG Chair Support: People and Leadership Director |
| | • Encourage and support employees and senior leaders to participate in at least one external event in their local community to recognise and celebrate NRW. | 27 May - 3 June 2023 and 2024 | Lead: RWG Chair Support: People and Leadership Director |
| | • Organise at least one internal NRW event each year that includes truth telling. | 27 May - 3 June 2023 and 2024 | Lead: RWG Chair Support: People and Leadership Director |
| | • Register all our NRW events on Reconciliation Australia's NRW website. | May 2023 and 2024 | Lead: RWG Chair Support: People and Leadership Director |
| | • Promote Aboriginal and Torres Strait Islander cultures and tourism opportunities during NRW on TEQ corporate and consumer social media channels. | May 2023 and 2024 | Lead: Corporate Affairs and Stakeholder Engagement Director Support: Creative and Content Director; Consumer Marketing Program Delivery Director |
| | • Communicate our commitment to reconciliation publicly by ensuring TEQ's RAP is elevated on the corporate site, via the corporate newsletter and via corporate social posts where suitable, along with considering other opportunities where relevant. | May 2023 and 2024 | Corporate Affairs and Stakeholder Engagement Director |
| 3. Promote reconciliation through our sphere of influence. | • Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce. | June 2023 and 2024 | Lead: People and Leadership Director Support: Corporate Affairs and Stakeholder Engagement Director |
| | • Collaborate with RAP organisations and other organisations to develop ways to advance reconciliation and promote collaboration across the tourism industry . | February 2024 | RWG Chair |
| | • Provide all new Board members with a copy of the RAP during Board Induction. | February 2024 | Board and Government Relations Specialist |

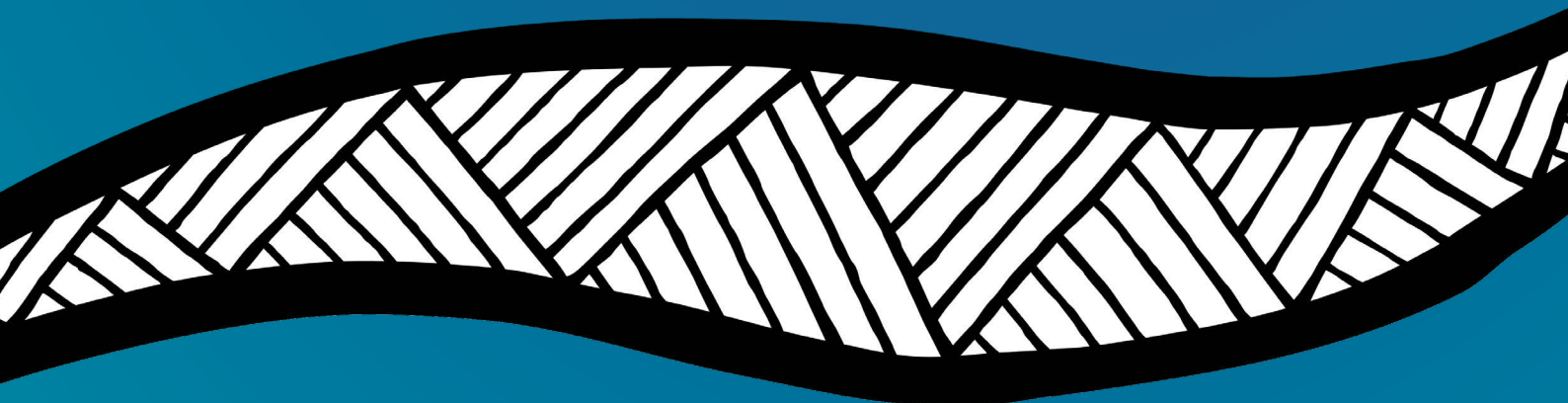
| Action | Deliverable | Timeline | Responsibility |
|---|---|--|--|
| 3. Promote reconciliation through our sphere of influence. (continued) | <ul style="list-style-type: none"> Provide all new employees with a copy and overview of TEQ's RAP upon commencement via the employee onboarding process and Orientation sessions. | Within 12 weeks of employee start date, review June 2024 | People and Leadership Director |
| | <ul style="list-style-type: none"> Build an awareness amongst TEQ employees of the principles of the Larrakia Declaration and the UN Declaration on the Rights of Indigenous Peoples to understand how TEQ can adopt these practices and increase cultural safety. | December 2023 and 2024 | RWG Chair |
| | <ul style="list-style-type: none"> Share insights and learnings from our RAP journey with key stakeholders, such as the RTO Network, and encourage partners to consider their own role in reconciliation and undertake truth telling initiatives. | March 2024 and 2025 | Lead: RWG Chair Support: Corporate Affairs and Stakeholder Engagement Director |
| | <ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including the Regional Tourism Network, key tourism partners and event proponents. | February 2025 | Lead: Stakeholder and Industry Engagement Directors Support: Events and Experiences Directors |
| 4. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs, including to increase cultural safety. | September 2023 | People and Leadership Director |
| | <ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | September 2023 | People and Leadership Director |
| | <ul style="list-style-type: none"> Educate the leadership team on the effects of racism. | September 2023 | People and Leadership Director |
| | <ul style="list-style-type: none"> Review and communicate TEQ's anti-discrimination policy. | September 2024 | People and Leadership Director |



Respect

TEQ understands the importance of history and cultural diversity and is committed to growing staff knowledge, respect and recognition of Aboriginal and Torres Strait Islander cultures. As we work together towards a reframed relationship, we will be guided by the following principles:

- Recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Queensland
- Self-determination
- Respect for Aboriginal and Torres Strait Islander cultures
- Locally led decision-making
- Shared commitment, shared responsibility and shared accountability
- Empowerment
- Free, prior and informed consent
- A strengths-based approach to working with Aboriginal and Torres Strait Islander peoples to support thriving communities.



| Action | Deliverable | Timeline | Responsibility |
|---|---|---|--|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | • Identify opportunities to engage Aboriginal and Torres Strait Islander speakers and facilitators for internal and external events hosted by TEQ. | June 2023 and 2024 | RWG Chair |
| | • Continue to identify Aboriginal and Torres Strait Islander participants in TEQ market research programs where possible to better understand perceptions and insights from this audience. | June 2023 and 2024 | Strategic Development and Research Director |
| | • Conduct a review of cultural learning needs within our organisation. | July 2023 | People and Leadership Director |
| | • Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | July 2023 | Lead: RWG Chair Support: People and Leadership Director |
| | • Develop, implement and communicate a cultural learning strategy for all employees. | July 2024 | Lead: People and Leadership Director Support: RWG Chair |
| | • Provide opportunities for RAP Working Group members and the Executive Group to participate in formal and structured cultural learning. | July 2023 and 2024 | Lead: People and Leadership Director Support: RWG Chair |
| | • Provide opportunities for all employees to participate in formal and structured cultural learning, including truth telling, aiming for minimum 75 per cent employee participation. | July 2023 and 2024 | People and Leadership Director |
| | • Raise awareness of culturally significant dates throughout the year by updating and promoting a corporate calendar that contains dates of significance for Aboriginal and Torres Strait Islander peoples. | July 2023 and 2024 | Lead: RWG Chair Support: Corporate Affairs and Stakeholder Engagement Director |
| | • Continue to update TEQ's online resource centre for the distribution of Aboriginal and Torres Strait Islander reference material for employees and explore potential synergies with other government agencies. | July 2023 and 2024 | Lead: Corporate Affairs and Stakeholder Engagement Director Support: RWG Chair; Creative and Content Director |
| | • All new Board members to participate in one Aboriginal and/or Torres Strait Islander cultural experience with an accredited Best of Queensland Experiences Program operator during their appointment term. | August 2024 and February 2025 | Group Executive Corporate and Industry (as Board Secretary) |
| • One Board Meeting per term to include an Aboriginal and/or Torres Strait Islander cultural event or experience, presenters, a discussion on Aboriginal and Torres Strait Islander tourism or engaging with the local community. | August 2024 and February 2025 | Group Executive Corporate and Industry (as Board Secretary) | |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | • Implement and communicate QTIC's cultural protocol document (<i>Best Practice Guide for Working with First Nations Tourism in Queensland</i>) with employees, partners and stakeholders via corporate communications channels including Weekly Wrap, Eye on Q newsletter. | June 2023 and 2024 | Lead: Events and Experiences Director Support: Corporate Affairs and Stakeholder Engagement team |
| | • Include an Acknowledgement of Country on TEQ's intranet, corporate and consumer websites, and official social media accounts where possible. | November 2023 and 2024 | Lead: Corporate Affairs and Stakeholder Engagement Director Support: Platform and Media Partnerships Director |
| | • Include a Welcome to Country/Acknowledgement of Country at the annual staff conference, at all Board industry networking events and Conversations with Industry strategic update events, and at Trade events, where possible. | December 2023 and 2024 | Lead: People and Leadership Director Support: Group Executive Corporate and Industry (as Board secretary) |

Respect



| Action | Deliverable | Timeline | Responsibility |
|---|--|--------------------------------|--|
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (continued) | <ul style="list-style-type: none"> Continue to support employee understanding of the purpose and significance behind cultural protocols, including through the continued use of TEQ's Cultural Awareness internal online resource centre that outlines Acknowledgement of Country and Welcome to Country protocols. | February 2024 and 2025 | RWG Chair |
| | <ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of two significant events each year. | February 2024 and 2025 | Group Executive Corporate and Industry |
| | <ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | March 2025 | RWG Chair |
| | <ul style="list-style-type: none"> Continue to display Aboriginal and Torres Strait Islander flags in the TEQ Brisbane office. | March 2025 | Corporate Specialist |
| | <ul style="list-style-type: none"> Create and display an Acknowledgement of Country plaque in the Brisbane office. | March 2025 | Creative and Content Director |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | <ul style="list-style-type: none"> Review HR policies and procedures to enable employees to participate in NAIDOC Week. | May 2023 and May 2024 | People and Leadership Director |
| | <ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events, including those that incorporate truth telling, to all employees. | July 2023 and 2024 | Lead: People and Leadership Director Support: RWG Chair |
| | <ul style="list-style-type: none"> Promote Aboriginal and Torres Strait Islander cultures and tourism opportunities as part of our business-as-usual activity and during NAIDOC week on TEQ corporate and consumer social media channels. | July 2023 and 2024 | Lead: Consumer Marketing Program Delivery Director Support: Corporate Affairs and Stakeholder Engagement Director |
| | <ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate in community NAIDOC Week events. | July 2023 and 2024 | People and Leadership Director |
| | <ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. | July 2023 and 2024 | RWG Chair |
| 8. Investigate opportunities to embed Aboriginal and Torres Strait Islander guidance and voices into TEQ activity and strategic direction. | <ul style="list-style-type: none"> Continue to appoint external Aboriginal and Torres Strait Islander advisors and young leaders to support the work delivered by the Aboriginal and Torres Strait Islander Committee. | June 2023 and 2024 | Group Executive Corporate and Industry (as Board Secretary) |
| | <ul style="list-style-type: none"> Continue to explore ways to elevate Aboriginal and Torres Strait Islander cultures, values and reconciliation into TEQ strategy through research and connecting with other RAP organisations in the tourism industry. | June 2023 and 2024; March 2025 | Group Executive Corporate and Industry |
| | <ul style="list-style-type: none"> Enable the Aboriginal and Torres Strait Islander Committee to assist the TEQ Board and leadership team in guiding TEQ's reconciliation activities and provide leadership to Aboriginal and Torres Strait Islander experience development and messaging in Queensland. | February 2024 and 2025 | Group Executive Corporate and Industry (as Board Secretary) |

| Action | Deliverable | Timeline | Responsibility |
|---|--|------------------------|--|
| 9. Raise awareness and understanding among staff about Queensland's Path to Treaty. | <ul style="list-style-type: none"> Increase Board and employee awareness and understanding of Queensland's Path to Treaty through updates at Board meetings and internal corporate communication channels including TEQ Team meetings and the Weekly Wrap. | December 2023 and 2024 | Lead: Ministerial and Government Relations Director Support: People and Leadership Director |
| | <ul style="list-style-type: none"> Develop and launch an online learning module to increase employee awareness of reconciliation and Queensland's Path to Treaty. | June 2024 | RWG Chair |
| 10. Ensure appropriate acknowledgement of all Aboriginal and Torres Strait Islander artwork, stories, sites, traditional knowledge and photos in TEQ's publications to increase awareness and respect for peoples, histories and cultures. | <ul style="list-style-type: none"> Continue to review the TEQ Indigenous Cultural Intellectual Property policy and guidelines to guide authentic content creation and share with relevant stakeholders to ensure appropriate recognition and protection of Aboriginal and Torres Strait Islander cultural products. | October 2023 and 2024 | Lead: Legal Counsel Support: Creative and Content Director |
| | <ul style="list-style-type: none"> Identify existing resources of Aboriginal and Torres Strait Islander placenames in Queensland and share with staff to ensure accuracy when used. | October 2023 | Events and Experiences Director |
| | <ul style="list-style-type: none"> Explore new ways of integrating Aboriginal and Torres Strait Islander placenames and languages as appropriate across TEQ assets/channels. | February 2024 and 2025 | Creative and Content Director |
| 11. Publicly promote Aboriginal and Torres Strait Islander peoples, cultures and experiences. | <ul style="list-style-type: none"> Maintain a dedicated section on Queensland.com that highlights Aboriginal and/or Torres Strait Islander experiences that is updated regularly. | May 2023 and 2024 | Lead: Platform and Media Partnerships Director Support: Creative and Content Director |
| | <ul style="list-style-type: none"> Continue to include social media posts that feature an Aboriginal or Torres Strait Islander cultural experience, acknowledge Traditional Owners or reference language - undertaking 18 posts at minimum across the year. | December 2023 and 2024 | Consumer Marketing Program Delivery Director |
| | <ul style="list-style-type: none"> Feature Aboriginal and Torres Strait Islander talent in domestic and international consumer marketing campaigns, wherever relevant. | December 2023 and 2024 | Group Executive Marketing |



Opportunities

TEQ is committed to identifying opportunities to increase economic participation for Aboriginal and Torres Strait Islander peoples to support reconciliation, economic and social outcomes for Aboriginal and Torres Strait Islander peoples and communities. This benefits TEQ by enriching our work culture and environment, and through elevating the promotion of Aboriginal and Torres Strait Islander tourism and events experiences, deepening the Queensland story. In addition, TEQ's Transformational Experiences Mentoring Program also provides opportunities by helping Aboriginal and Torres Strait Islander tourism and events deliver transformational experiences and meet evolving consumer needs.



| Action | Deliverable | Timeline | Responsibility |
|--|--|------------------------|--|
| 12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | • Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities. | July 2023 and 2024 | People and Leadership Director |
| | • Continue to advocate for the inclusion of Aboriginal and Torres Strait Islander employment outcomes through clauses in TEQ's event contracts to encourage event proponents to consider and increase their engagement and partnerships with local Aboriginal and Torres Strait Islander groups as part of their event delivery. | October 2023 and 2024 | Events and Experiences Director |
| | • Monitor the outcomes and experiences of Aboriginal and Torres Strait Islander peoples involved in TEQ's event and experiences program, to inform future program developments. | October 2023 and 2024 | Events and Experiences Director |
| | • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | November 2023 and 2024 | People and Leadership Director |
| | • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | November 2023 and 2024 | People and Leadership Director |
| | • Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | November 2023 and 2024 | Lead: Chief Executive Officer Support: People and Leadership Director |
| | • Continue to offer paid internship opportunities to a university student studying a related discipline. | November 2023 and 2024 | People and Leadership Director |
| | • Maintain specific wording on careers website encouraging all Aboriginal and Torres Strait Islander peoples to apply. | November 2023 and 2024 | People and Leadership Director |
| | • Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention, and professional development strategy. | December 2023 | People and Leadership Director |
| | • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. | March 2024 and 2025 | People and Leadership Director |
| 13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | • Continue to offer a Young Tourism Leader Observer position on the Aboriginal and Torres Strait Islander Committee to provide the opportunity for personal development of young Aboriginal and Torres Strait Islander professionals. | June 2024 and 2025 | Group Executive Corporate and Industry (as Board Secretary) |
| | • Develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | July 2023 and 2024 | Events and Experiences Director |
| | • Profile TEQ's activities that support Aboriginal and Torres Strait Islander businesses through TEQ's corporate channels. | July 2023 and 2024 | Corporate Affairs and Stakeholder Engagement Director |
| | • Source catering for all TEQ Board meetings hosted at TEQ's Head Office from Aboriginal and Torres Strait Islander businesses. | December 2023 and 2024 | Board and Government Relations Specialist |
| | • Continue to implement TEQ's Aboriginal and Torres Strait Islander procurement strategy, to increase the procurement of Aboriginal and Torres Strait Islander goods and services by volume and spend. | February 2024 and 2025 | Finance Services Leader |
| | • Develop and communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff across identified expense categories. | February 2024 and 2025 | Finance Services Leader |
| | • Continue to develop and distribute information to all business units about Aboriginal and Torres Strait Islander procurement and its benefits. | February 2024 and 2025 | Finance Services Leader |

Opportunities



| Action | Deliverable | Timeline | Responsibility |
|--|---|------------------------|--|
| 13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. (continued) | • Continue to encourage the use of Aboriginal and Torres Strait Islander businesses to supply catering for TEQ-hosted events. | February 2024 and 2025 | Finance Services Leader |
| | • Maintain Supply Nation membership and continue to identify additional business directories for sourcing Aboriginal and Torres Strait Islander suppliers. | March 2024 and 2025 | Finance Services Leader |
| | • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | March 2024 and 2025 | Finance Services Leader |
| | • Continue to align targets in TEQ's Procurement Policy with the Queensland Government's current benchmark for Aboriginal and Torres Strait Islander procurement spend in order to support economic growth. | March 2024 and 2025 | Finance Services Leader |
| 14. Support Aboriginal and Torres Strait Islander businesses through TEQ marketing and promotion initiatives. | • Continue to ensure inclusion of Aboriginal and Torres Strait Islander tourism experiences in consumer marketing programs and travel trade distribution networks. | June 2023 and 2024 | Lead: Consumer Marketing Program Delivery Director Support: Trade Marketing Program Leader |
| | • Work with Traditional Owners, in collaboration with the regional tourism organisations, to appropriately communicate Aboriginal and Torres Strait Islander stories through TEQ marketing and promotion initiatives. | June 2023 and 2024 | Lead: Events and Experiences Director Support: Creative and Content Director |
| | • Communicate opportunities for Aboriginal and Torres Strait Islander businesses to work with TEQ in marketing and promotion initiatives, including procurement opportunities. | June 2023 and 2024 | Lead: Creative and Content Director Support: Corporate Affairs and Stakeholder Engagement Director; Financial Services Leader |
| | • Increase engagement with Aboriginal and Torres Strait Islander photographers, content creators and creative agencies in the development and promotion of TEQ campaigns. | July 2023 and 2024 | Lead: Creative and Content Director Support: Consumer Marketing Program Delivery Director |
| 15. Support Aboriginal and Torres Strait Islander experience development in order to grow tourism and events participation. | • Increase the number of Aboriginal and Torres Strait Islander tourism experiences in the Best of Queensland Experience program. | July 2023 and 2024 | Events and Experiences Leader |
| | • Continue to support the development of Aboriginal and Torres Strait Islander tourism businesses and events through the Transformational Experiences Mentoring Program (TEMP) including implementation of their respective action plans. | July 2023 and 2024 | Events and Experiences Specialist |
| | • Continue to identify and share successful case studies of Aboriginal and Torres Strait Islander tourism and event businesses through TEQ's industry newsletter, Conversations with Industry events or other relevant forums to inspire other Aboriginal and Torres Strait Islander businesses to also participate in experience development programs. | July 2023 and 2024 | Lead: Events and Experiences Director Support: Corporate Affairs and Stakeholder Engagement Director |
| | • Continue to integrate and highlight Aboriginal and Torres Strait Islander events within the <i>It's Live! In Queensland</i> annual events calendar. | October 2023 and 2024 | Events and Experiences Director |

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------------------------|---|
| 16. Increase the growth of Aboriginal and Torres Strait Islander tourism through distribution with travel and media trade partners. | <ul style="list-style-type: none"> Conduct training sessions or webinars with key trade partners showcasing the diversity of Aboriginal and Torres Strait Islander product and experiences. | December 2023 and 2024 | Lead: Industry Partnerships Program Leader Support: Trade Development and Education Specialist |
| | <ul style="list-style-type: none"> Feature Queensland Aboriginal and Torres Strait Islander experiences in TEQ's trade and media newsletters and updates. | December 2023 and 2024 | Lead: Consumer PR Leader Support: Trade Development and Education Specialist |
| | <ul style="list-style-type: none"> Actively work with Aboriginal and Torres Strait Islander businesses to meet the requirements of Tourism Australia's Discover Aboriginal Experiences, to grow Queensland representation. | December 2023 and 2024 | Events and Experiences Director |
| | <ul style="list-style-type: none"> Incorporate at least one Aboriginal or Torres Strait Islander experience in every media and trade email to Queensland, where possible, to showcase the depth and breadth of the offerings. | March 2024 and 2025 | Lead: Consumer PR Leader Support: Experience Program Leader |
| 17. Gain a deeper understanding of the insights shared by our domestic and international markets towards Aboriginal and Torres Strait Islander tourism experiences to inform the marketing and development of Aboriginal and Torres Strait Islander tourism products and experiences. | <ul style="list-style-type: none"> Partner with Tourism Australia through their Consumer Demand Project, to better understand international and domestic consumer sentiments on Aboriginal and Torres Strait Islander tourism. | June 2023 and 2024 | Strategic Development and Research Director |
| | <ul style="list-style-type: none"> Incorporate insights and learnings from the Consumer Demand Project into the Transformational Experiences Mentoring Program (TEMP) to inform the development of Aboriginal and Torres Strait Islander tourism experiences. | December 2023 and 2024 | Events and Experiences Specialist |
| 18. Increase the accessibility of Aboriginal and Torres Strait Islander partner and supplier business information for employees. | <ul style="list-style-type: none"> Maintain Queensland Aboriginal and Torres Strait Islander partner and supplier information in the CRM. | June and December 2023 and 2024 | Events and Experiences Director |
| | <ul style="list-style-type: none"> Ensure employee awareness of the availability of Aboriginal and Torres Strait Islander partner and supplier information in TEQ's CRM via the Weekly Wrap and internal communications. | June and December 2023 and 2024 | Events and Experiences Director |



Governance

Governance, monitoring and review mechanisms are essential in order to ensure effective delivery of the RAP and a continued focus on improvement.

TEQ will ensure strong governance processes are in place and review progress on an ongoing basis.



| Action | Deliverable | Timeline | Responsibility |
|---|--|---|---|
| 19. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | • RAP Working Group to oversee the launch of the 2023-2025 Innovate RAP. | May 2023 | RWG Chair |
| | • Maintain Aboriginal and Torres Strait Islander representation on the RWG. | May, August and November 2023 and 2024; and February 2023, 2024 and 2025 | RWG Chair |
| | • Meet at least four times per year to drive and monitor RAP implementation. | May, August and November 2023 and 2024; and February 2023, 2024 and 2025 | RWG Chair |
| | • Review and update the Terms of Reference for the RWG to ensure it remains appropriate, applicable and effective. | March 2025 | RWG Chair |
| 20. Provide appropriate support for effective implementation of RAP commitments. | • Define resource needs for RAP implementation. | May 2023 | RWG Chair |
| | • Engage our senior leaders and other employees in the delivery of RAP commitments. | May 2023 | RWG Chair |
| | • Define and maintain appropriate systems and capability to track, measure and report on RAP commitments. | May 2023 and 2024 | Lead: RWG Chair Support: Planning Specialist |
| | • Maintain TEQ's internal RAP Champion from senior management. | April 2023 and 2024 and March 2025 | Group Executive Corporate and Industry |
| 21. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | • Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June 2023 and 2024 | RWG Chair |
| | • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. | 1 August 2023 and 2024 | RWG Chair |
| | • Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September 2023 and 2024 | RWG Chair |
| | • Publish the RAP online and ensure progress information is accessible to the Queensland tourism industry through both internal and external, formal and informal processes. | September 2023 and 2024 | Lead: RWG Chair Support: Corporate Affairs and Stakeholder Engagement Director |
| | • Report RAP progress to all staff and senior leaders quarterly. | June, September and December 2023, March, June, September and December 2024, March 2025 | RWG Chair |
| | • Publicly report our RAP achievements, challenges and learnings, annually. | November 2023 and 2024 and March 2025 | Lead: RWG Chair Support: Corporate Affairs and Stakeholder Engagement Director |
| | • Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2024 | RWG Chair |
| | • Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | March 2025 | RWG Chair |
| | • Report progress against actions and deliverables to the Aboriginal and Torres Strait Islander Committee at each meeting. | March 2025 | RWG Chair |
| 22. Continue our reconciliation journey by developing our next RAP. | • Register via Reconciliation Australia's website to begin developing our next RAP. | September 2024 | RWG Chair |



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