

# REFLECT RECONCILIATION ACTION PLAN

June 2025 — June 2026



RECONCILIATION  
ACTION PLAN  
**REFLECT**

Sunshine Super Girl, 2022  
Photo by Paz Tassone

# ACKNOWLEDGEMENT OF COUNTRY

Ngadlu tampinhi Kurna  
miyurna yaitya yarta-mathanya  
Wama Tarntanyaku.  
Parnaku yailtya, parnaku tapa  
purruna, parnaku yarta ngadlu  
tampinhi. Yalaka Kurna Miyurna  
itu yailtya, tapa purruna, yarta kuma  
puru martinhi, puru warri-apinhi,  
puru tangka martulayinhi. Ngadlu  
tampinhi purkarna pukinangku,  
yalaka, tarrkarritya.

We acknowledge the Kurna  
people as the Traditional Custodians  
of the Adelaide Plains.  
We recognise and respect their  
cultural heritage, beliefs and  
relationship with the land.  
We acknowledge that they are  
of continuing importance to the  
Kurna people living today and  
pay respects to Elders past,  
present and future.



# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

## INAUGURAL REFLECT RAP

Reconciliation Australia welcomes State Theatre Company South Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

State Theatre Company South Australia joins a network of more than 3,000 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 over 5.5 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 State Theatre Company South Australia 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 State Theatre Company South Australia, 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

# INTRODUCTION

State Theatre Company of South Australia (STCSA) is a Kurna based theatre company that creates, produces and promotes phenomenal, transformative and inclusive theatre that enriches South Australian and Australian culture. We are one of the country's premier producers of theatre for the mainstage — theatre that is artistically bold and socially important. We are driven to make art that meets the moment.



*Blue, 2023*  
Photo by Joseph Mayers



The Secret River, 2017  
Photo by Shane Reid

# OUR PURPOSE

State Theatre Company South Australia:

- Makes and presents phenomenal, transformative and inclusive theatre
- Makes art that meets the moment
- Is vital to our community

# OUR VALUES

We make theatre with:

- Craft
- Professionalism
- Care

Our Company is:

- Inclusive
- Empathetic
- Respectful and respected
- A leader

We work by:

- Having fun
- Trusting each other and the creative process
- Listening to and learning from each other



# OUR COMPANY

State Theatre Company South Australia was legislated as a Statutory Authority in 1972. The Company was established to provide locally produced, world class theatre to the broadest number and range of people in the South Australian community. This is a mission that the Company continues to pursue.

State Theatre Company reaches an annual audience of 50,000 audience members annually, through 6-7 mainstage shows as well as Education shows and touring.

State Theatre Company South Australia is the Resident Company of the Dunstan Playhouse at the Adelaide Festival Centre and regards the venue as our 'spiritual home.'

State Theatre Company South Australia has a committed staff of 33 (headcount) and employs an additional workforce of artists and arts workers of approximately 140 per year including a consistent Aboriginal and Torres Strait Islander contingent of approximately 10-12 cast and creatives. The Company is governed by a Board whose members are appointed by the SA Government, and maintains two standing subcommittees of the Board, a Finance, Audit and Risk Subcommittee and a Foundation to pursue philanthropic and sponsorship income.

We are based in Adelaide and have a focus on serving local audiences. We have been touring work to Regional South Australia since 1979 and continue to tour and create work with regional communities as much as possible.



# OUR RECONCILIATION JOURNEY

State Theatre Company South Australia is developing a Reflect Reconciliation Action Plan to encapsulate, inform and develop the Company's commitment to Reconciliation, First Nations stories, artists and peoples; to guide artistic development, community engagement and company culture to promote the celebration and representation of First Nations culture and the employment and professional development of First Nations artists and arts workers.

We wish to provide a good working environment for First Nations artists and arts workers.

We are committed to making a difference in our area — to concentrate our Reconciliation efforts on the core business of State Theatre Company South Australia — developing, producing and presenting plays and striving to build capacity among Aboriginal and Torres Strait Islander peoples in South Australia's theatre sector.

We recognise that our Company is a cultural leader in our state and want to show leadership in the area of Reconciliation.

We want to also make our work with First Nations artists and communities visible, so that more Aboriginal artists and audience members see themselves reflected in our work and our future.

We want, as a Company, to present work that 'meets the moment' which is to say, is relevant to contemporary social issues and debate; that inspires new ways of thinking and talking about First Nations culture and society.

We want to learn from First Nations cultures about the way our organisation can improve and can think differently about itself and its relationship to community.

We celebrate stories that change lives and communities and we want to tell powerful stories about First Nations experiences to promote Reconciliation.



# IMPLEMENTING OUR RAP

We intend to share responsibility for the implementation of our RAP broadly throughout the Company, led by a Reconciliation Action Plan Working Group.

The RAP Working Group consists of the Chair of the Board, Artistic Director and Executive Director, as well as representation from all departments in the Company, including two members of the Artistic department and two members of the Production department. The RAP Working Group is comprised of nine people in total, with two of these nine being Board representatives.

The RAP Working Group will meet monthly, with progress on the RAP reported back to the Company at weekly Operations Meetings, monthly Whole Company Meetings and at eight Board meetings each year. We wish to create a culture where the implementation of the RAP is a shared project across the Company.

At March 2025, our RAPWG consists of the below positions:

- Board Chair
- First Nations Board Member
- Artistic Director
- Executive Director
- Artistic Program Manager
- Artistic Associate
- Chief Operating Officer
- Scenic Artist
- Mechanist

By nominating our Artistic Director as our RAP Champion, we have accountability and purpose driving forward.



*Brother's Wreck, 2018*  
Photo by Tim Grey



# OUR LEGACY OF WORK WITH FIRST NATIONS ARTISTS AND STORIES

In the last ten years in particular, State Theatre Company South Australia has taken important steps towards Reconciliation through our public-facing artistic program and internal capacity and culture building. We are now seeking to build on these activities, which have included:

- Since 2017, the Company has presented at least one First Nations led work per year in our Subscription season as part of a strategic commitment. These have included:

## 2017

*The Secret River* by Andrew Bovell  
*Sista Girl* by Alexis West & Elena Carapetis

## 2018

*Brother's Wreck* by Jada Alberts  
*Me Wei 3027* (\*reading: a new play developed and written in Raukkan community by Ngarrindjeri-Wathaurong playwright Glenn Shea through Country Arts SA's three-year Aboriginal Diggers program in collaboration with State Theatre Company, creatively produced by Lee-Ann Tjunypa Buckskin.)

## 2019

*Black is the New White* by Nakkiah Lui

## 2020

*7 Stages of Grieving* by Wesley Enoch & Deborah Mailman (\*CANCELLED)  
*Decameron 2.0* (\*various First Nations artists worked on this project including Alexis West, Elaine Crombie, Jack Buckskin, Dylan Miller, Natasha Wanganeen etc.)

## 2021

*House Arrest* by Alexis West (\*commission, unproduced)

## 2022

*Sunshine Super Girl* by Andrea James

## 2023

*At What Cost?* By Nathan Maynard  
*The Charge Of The Dark Brigade* by Kyron Weetra  
(\*commission, unproduced)

## 2024

*Blue* by Thomas Weatherall  
*Logan Street* by Jacob Boehme (\*commission, programmed likely for 2026)

## 2025

*Dear Son* by Thomas Mayo, Isaac Drandic, John Harvey  
*Culture Slap* by Alexis West (\*programmed as part of GREAT AUSTRALIAN BITES)



*Sunshine Super Girl*, 2022  
Photo by Paz Tassone

# OUR LEGACY OF WORK WITH FIRST NATIONS ARTISTS AND STORIES

## CONTINUED

- We have had two First Nations resident artists over 2019–2024 and one trainee stage management position for a young Aboriginal arts worker.
- We have supported the Pathways program delivered by ActNow and other First Nations professional development programs for artists.
- We have encouraged First Nations artists and community to attend STCSA shows through the provision of in-kind 'Community Night' tickets since 2021 — that is, an allocation of complimentary tickets to a performance in each season, offered in-kind to First Nations artists and community.
- Welcome to Country ceremonies for visiting First Nations-led productions, delivered by a recognised Elder on the first day of production for First-Nations led work.
- Our Board is committed to always having at least one Aboriginal or Torres Strait Islander member.
- Acknowledgement of Country in event introductions and pre-show announcements, as well as in print and online.
- Active participation in sector and government initiatives to improve First Nations artist employment and representation.

At What Cost?, 2023.  
Photo by Jess Zeng





# OUR KEY RAP COMMITMENTS

As State Theatre Company South Australia moves through the implementation of a Reflect RAP, there are a number of areas in which we can continue to expand on our current work with First Nations artists and communities, including:

- Renewed commitment to cultural training for staff, Board and Foundation members.
- Encouraging discussion and understanding of First Nations theatre making in Australia.
- Promoting First Nations employment pathways and opportunities within the arts in South Australia.
- Promoting familiarity with Aboriginal language and how it could be represented in our artform and work.
- Focusing on engaging with Aboriginal students through our education program.
- Focusing on the development and presentation of South Australian First Nations plays and artists.



*Super Sunshine Girl, 2022*  
Photo by Paz Tassone



*Sista Girl*, 2017  
Photo by Kate Pardey



# RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Jul 2025	Development Manager, Artistic Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Aug 2025	Head of Production & Technical, Artistic Director
	Ensure schools with Aboriginal and Torres Strait Islander student cohorts are provided the opportunity to attend STCSA performances	Dec 2025	Education Manager
	Establish and foster relationships between Aboriginal and Torres Strait Islander youth and Arts professionals	Dec 2025	Education Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026	Head of Marketing & Ticketing
	RAP Working Group members to participate in an external NRW event.	May-June 2025 & 2026	All RWG Members
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2025 & 2026	Executive Director
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Aug 2025	Lead: Chair of Board Support: Artistic Director, Executive Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Oct 2025	Lead: Development Manager Support: Head of Marketing & Ticketing, Artistic Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Oct 2025	Lead: Development Manager Support: Head of Marketing & Ticketing, Artistic Director
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Oct 2025	Chief Operating Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov 2025	Chief Operating Officer



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a case for support for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jan 2026	Chief Operating Officer
	Conduct a review of cultural learning needs within our organisation.	Jul 2025	Lead: Chief Operating Officer Support: Board, Executives
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Nov 2025	Lead: Head of Production & Technical Support: Artistic Director
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Aug 2025	Executive Director, Artistic Director
7. 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 2025 & 2026	Head of Marketing & Ticketing
	Provide staff with information and recommendations regarding NAIDOC week events and activities.	Jun 2025 & 2026	Head of Marketing & Ticketing
	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2025 & 2026	All RWG Members



# OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a case for support for Aboriginal and Torres Strait Islander employment within our organisation.	Jan 2026	Chief Operating Officer
	Build understanding of current and former Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 2025	Lead: Executive Director Support: Artistic Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a case for support for procurement from Aboriginal and Torres Strait Islander owned businesses.	Jan 2026	Lead: Chief Operating Officer, Head of Marketing & Ticketing Support: Head of Production & Technical, Development Manager
	Formally investigate Supply Nation membership.	Sep 2025	Development Manager
10. Ensure a base level of Aboriginal and Torres Strait Islander representation in the Company's Artistic Program.	Commit to one First Nations led Play included in each Subscription season.	Jul annually	Artistic Director
	Commit to one First Nations play being commissioned each year	Dec annually	Artistic Director



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Dec annually	Jun annually	Executive Director
	Artistic Director	Jun 2025	Executive Director
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jun annually	Executive Director, Artistic Director
12. Provide appropriate support for effective implementation of RAP commitments.	Monitor resource needs for RAP implementation.	Jun annually	Executive Director, Chief Operating Officer
	Engage senior leaders in the delivery of RAP commitments.	Jun annually	Executive Director, Artistic Director
	Appoint and maintain a senior leader to champion our RAP internally.	Jun annually	Executive Director, Artistic Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Jul 2025	Lead: Chief Operating Officer Support: Executive Director
13. 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.	Jun annually	Chief Operating Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	Chief Operating Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	Chief Operating Officer
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2026	Executive Director



**STATE THEATRE**  
**COMPANY SOUTH AUSTRALIA**

CONTACT DETAILS

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*Black is the New White, 2019*  
Photo by Prudence Upton